



GENERAL COMMITTEE AGENDA

Tuesday, May 27, 2025

COUNCIL CHAMBERS – CIVIC SQUARE

Council Information Packages are available on the City of Welland website at
<https://www.welland.ca/Council/CouncilInformationPackages.asp>

	Pages
1. OPEN GENERAL COMMITTEE MEETING AT 7:00 P.M.	
1.1 CALL TO ORDER BY VICE MAYOR DAVID MCLEOD	
1.2 OPENING REMARKS FROM THE CAO	
1.3 ADDITIONS/DELETIONS TO AGENDA	
1.4 DISCLOSURES OF INTEREST	
1.5 ADOPTION OF MINUTES	
1. General Committee of April 29, 2025	3 - 6
2. VERBAL REPORTS AND DELEGATIONS	
2.1 PRESENTATIONS	
1. Matt Richardson, Deputy Fire Chief and Alternate CEMC and Tanya Korolow, Chief Fire Prevention Officer and re: Fire Prevention Overview. Ref. No. 25-15	7 - 28
2.2 DELEGATIONS (MAXIMUM 5/10/5 RULE) - NIL	
2.3 AGENCIES, BOARDS, COMMISSIONS AND COMMITTEES REPORT(S) - NIL	
3. COMMITTEE-OF-THE-WHOLE (OPEN) - (ITEMS AUTOMATICALLY REMOVED FROM BLOCK)	
3.1 Charting Our Future: Welland Strategic Plan 2023–2026 Update. Ref. No. 22-154 (Staff will provide a presentation prior to Council's discussion of this item).	29 - 67
3.2 Downtown Cleanliness and Beautification Partnership Initiative. Ref. No. 25-79 (Staff will provide a presentation prior to Council's discussion of this item).	68 - 78

4. ADJOURNMENT



CITY OF Welland

MINUTES OF GENERAL COMMITTEE MEETING

APRIL 29, 2025

COUNCIL CHAMBERS – CIVIC SQUARE

Meeting Number G.C. 2025 – 05

Members Present virtual Chair D. McLeod

J. Chiocchio (virtual)	J. Lee
F. Campion (virtual at 6:22 p.m.)	A. Moote
T. DiMarco (virtual at 6:57 p.m. - 8:45 p.m.)	C. Richard
B. Fokkens (virtual until 8:45 p.m.)	S. Setaram
B. Green	G. Speck (virtual)
M.A. Grimaldi (virtual)	L. Van Vliet

Members of the Staff Present:

Chief Administrative Officer, R. Axiak
Director of Legislative Services/City Clerk, T. Stephens
General Manager of Corporate & Enterprise Services/CFO, S. Nagel (6:58 p.m.)
Director of Infrastructure Services, SM. Millar
Director of Planning and Development Services, G. Munday
Infrastructure & Asset Manager, M. Main

MINUTES OF GENERAL COMMITTEE MEETING -- Page 2

Tuesday, April 29, 2025
Meeting Number G.C. 2025 – 05

Chair D. McLeod called the General Committee Meeting to order at 6:15 p.m.

1. **OPEN GENERAL COMMITTEE MEETING AT 6:15 P.M.**
2. **DISCLOSURES OF INTEREST: NIL**
3. **ADOPTION OF MINUTES OF THE GENERAL COMMITTEE MEETING OF MARCH 25, 2025.**

Moved by Moote that the minutes of the General Committee meeting of March 25, 2025, be hereby approved and adopted.

CARRIED

4. **LEGISLATED PUBLIC HEARINGS PURSUANT TO THE PLANNING ACT**

Councillor McLeod presided as Chair of the Public Hearing:

25-75 A Public Meeting is being held to gather feedback on a request to remove Condition #92 from the Hunters Pointe Redevelopment Subdivision, which currently requires the construction of an overpass across Highway 406 to support future traffic demands.

Grant Munday confirmed that the statutory requirements for public hearing had been met, summarized the purpose of the hearing and reviewed the Planning Division Report.

Mark Flowers, Lawyer, Davies Howe LLP, The 10th Floor, 425 Adelaide Street West, Toronto, ON M5V 3C1 presented on behalf of the applicant.

In support of the application:

- No one spoke in support of the application.

There being no persons present to speak in support of the application, the Chair asked for those opposing the application.

In opposition of the application:

- Ken Beard, 72 Berwick Trail, Welland, ON L3B 0C8
- David Duffus, 67 Galloway Trail, Welland, ON L3B 6G5

There being no other persons present to speak in opposition to the application, the hearing was concluded.

MINUTES OF GENERAL COMMITTEE MEETING -- Page 3

Tuesday, April 29, 2025
Meeting Number G.C. 2025 – 05

Following the public meeting the staff report was considered.

PB-2025-17 Hunters Pointe Redevelopment Subdivision - Request to Remove Condition (No. 92) of Draft Plan Approval for an Overpass. Ref. No. 25-75

Moved by DiMarco

THAT GENERAL COMMITTEE receives for information Report P&B 2025-17 regarding request for removal of Draft Plan of Subdivision Condition #92.

CARRIED

5. PRESENTATIONS:

Jenn Gross, Senior Project Manager/Asset Management, GEI Consultants Inc., regarding Council PLOS Workshop (AMP). Ref. No. 19-36

Moved by Moote

THAT GENERAL COMMITTEE receives for information the presentation by Jenn Gross, Senior Project Manager/Asset Management, GEI Consultants Inc., regarding Council PLOS Workshop (AMP).

6. STAFF REPORTS:

CAO-2025-04: Response to Mayoral Directive Niagara Governance Reform. Ref. No. 02-160

Moved by Moote

THAT GENERAL COMMITTEE receives for information and requests feedback on Report CAO-2025-04: Response to Mayoral Directive Niagara Governance Review; and further

THAT General Committee requests the Province of Ontario to clarify its position and timeline regarding governance reform in Niagara, including outcomes from the Regional Review initiated in 2024; and further

THAT this report be circulated to all Niagara municipalities, Niagara Region, local MPs and MPPs, and the Association of Municipalities of Ontario (AMO) for information and support.

.....

Moved by Speck

THAT GENERAL COMMITTEE removes third paragraph of the motion.

LOST

MINUTES OF GENERAL COMMITTEE MEETING -- Page 4

**Tuesday, April 29, 2025
Meeting Number G.C. 2025 – 05**

The Vice Chair suspended discussion and recessed the meeting at 6:57 p.m.

The Vice Chair reconvene discussion after the Public Meeting.

The Vice Chair reconvene discussion at 9:03 p.m.

**FOLLOWING THE LOST MOTION TO AMEND, THE MAIN WAS PUT IN
ITS ORIGINAL FORM AND**

YEAS: Mayor Campion, Grimaldi, Lee, McLeod, Moote, Richard,
Setaram and Leo Van Viet.

NAYS: Speck.

(Councillors Chiocchio, DiMarco, Fokkens and Green did not vote
on this item).

CARRIED

The General Committee Meeting adjourned at 9:23 p.m.

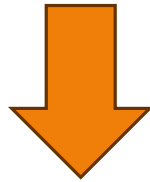
Welland Fire and Emergency Services

Fire Prevention Division



Who Are We?

Deputy Fire Chief Matt Richardson



Chief Fire Prevention Officer (CFPO) Tanya Korolow



Fire Prevention Officer (FPO) Michael Atkins

Fire Prevention Officer (FPO) Ken Dénomée

Fire Prevention Officer (FPO) Alexandra “Alex” Andison



What Do We Do?

Fire Safety Education

- Provide fire and life safety education in a variety of settings to different age groups and demographics.

Fire Safety Inspections and Enforcement

- Determine compliance with the Ontario Fire Code and applicable Codes and Standards.

Fire Investigations

- Determine the origin, cause, and circumstances of fires and explosions in the city.



Fire Protection Model



The Office of the Ontario Fire Marshal sets a comprehensive fire protection model as a basis for all fire services in the province, known as the “**three lines of defence**”.

- 1) Public Fire Safety Education
- 2) Fire Safety Inspections and Enforcement
- 3) Emergency Response (Suppression)

The Fire Prevention Division handles lines 1&2, accounting for 2/3's of this model, but with 5% of the department's full-time staff.

Fire Safety Inspections and Enforcement

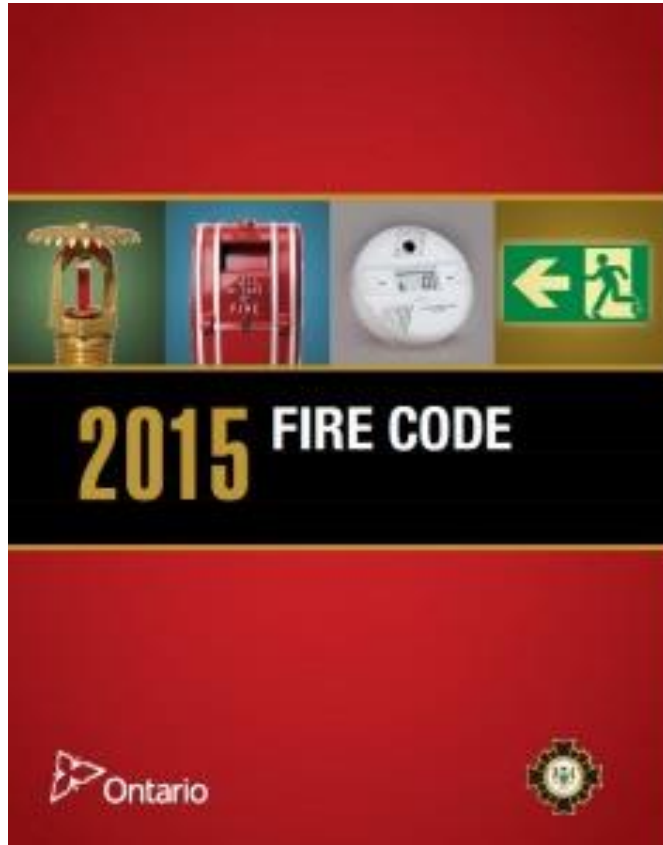
The majority of work for the Fire Prevention Division involves fire safety inspections.

Inspections are conducted and completed pursuant to the authorities prescribed in the Fire Protection and Prevention Act (FPPA).

Inspections may occur upon receipt of a fire safety complaint, by request, or through a proactive inspection.



Fire Safety Inspections and Enforcement



FPOs conduct “retrofit” inspections of existing, older occupancies to increase the level of fire safety in these buildings which may not have been constructed under the Building Code.

The Fire Code, at present, has application criteria associated with the year of construction which may limit an FPOs ability to use the “retrofit” section.

The new Fire Code, expected to be unveiled this year and take effect in January 2026, is expected to remove the construction year requirements which opens an enormous body of work for FPOs to apply retrofit in the city.

Fire Safety Inspections and Enforcement



The proposed Fire Code update would now remove administrative barriers preventing FPOs from applying provisions of the Fire Code during complaints and proactive inspections.



This body of work will undoubtedly increase the workload of the Fire Prevention Division.



Fire safety complaints are received regularly by the department, but we have also adopted a proactive fire safety inspection and education strategy in the city.



Proactive inspections have resulted in the discovery of significant fire safety issues across the city, many of which would remain undetected without intervention by the Fire Prevention Division.

Proactive Inspections and Education

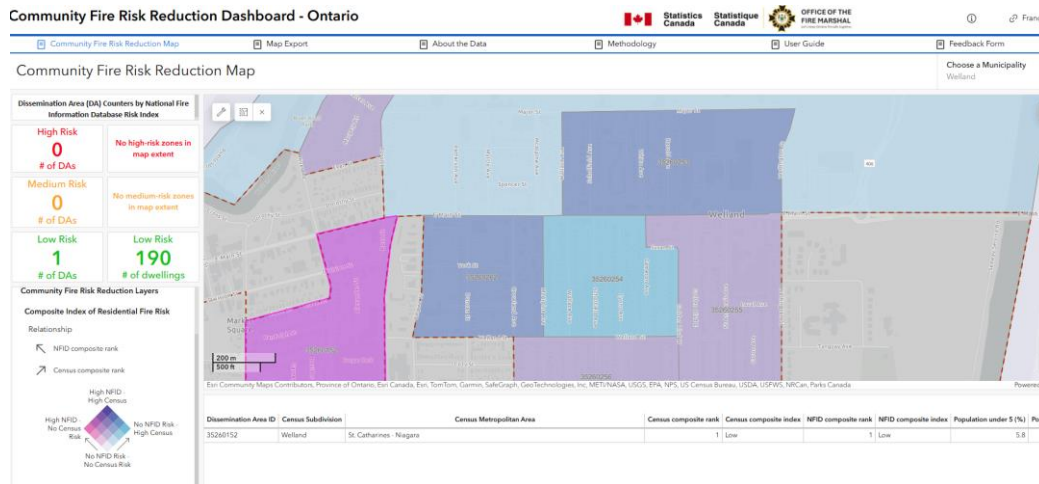
We have utilized proactive inspections effectively in the city, which has identified serious and egregious fire safety violations which FPOs directed property owners to rectify.

FPOs utilize our internal RMS and the Province's "Community Fire Risk Reduction Dashboard" to identify areas with high rates of fire incidents, coupled with common causes, to inform the types of inspections and education provided in these areas.



Proactive Inspections

-The Province unveiled the “Community Fire Risk Reduction Dashboard”, which is a free portal that utilizes the city’s fire response statistics, census data from Statistics Canada, and ARC GIS to create an overlay map.



-This mapping dashboard has a colour scheme that indicates a risk profile of a certain area, which lists the type of demographic, smoke alarm compliance, and other factors.



Proactive Inspections

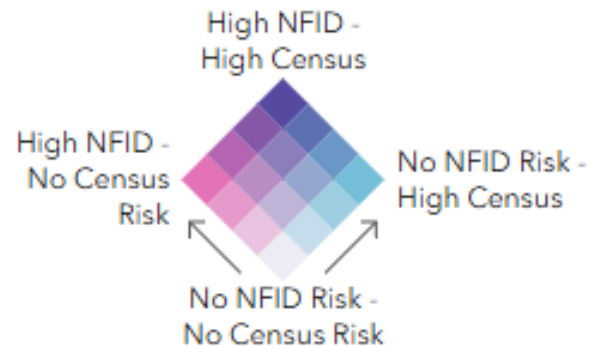
Community Fire Risk Reduction Layers

Composite Index of Residential Fire Risk

Relationship

↖ NFID composite rank

↗ Census composite rank



The colour scheme indicates an “NFID” (National Fire Information Database) risk profile, which takes into account the rate of fires, demographics, and other census data. All of this data is overlaid into the colour identified on the map. These areas help inform our inspection locations and education topics.

Fire Safety Inspections and Enforcement



FIRE SAFETY INSPECTIONS

1000

FIRE INSPECTIONS



2020-2025

FIVE YEAR
INSPECTION
PERIOD



\$2.2 MILLION

VALUE OF FIRE
SAFETY
IMPROVEMENTS



\$652K

FPPA FINES IN POA
COURT



Proactive, Complaint, Request Inspections

Fire Safety Inspections and Enforcement



IMPACT OF FIRE SAFETY INSPECTIONS

**NEW FIRE
ALARM
SYSTEMS**
(OR REPAIRS TO
EXISTING)



**NEW SPRINKLER
AND STANDPIPE
SYSTEMS**
(OR REPAIRS TO
EXISTING)



**NEW FIRE RATED
DOORS AND
DRYWALL**
(OR REPAIRS TO
EXISTING)



**NEW FIRE
SAFETY PLANS**
(PROVIDES
INSTRUCTIONS TO STAFF
AND OCCUPANTS)



Proactive, Complaint, Request Inspections



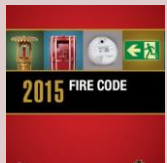
Impact of Fire Safety Inspections



-This work has provided an immediate and long-term improvement in fire safety across the city.



-The proactive initiative is successful and needs to expand in the city, utilizing our risk deduction maps to help inform locations and areas that should be inspected by the Fire Prevention Division.



-However, with the impending Fire Code updates, the removal of administrative barriers in the Fire Code will open an immense volume of work that FPOs will now have to address.



-With the current staffing complement, the ability to maintain the progress and workload of the proactive program in conjunction with complaint/request inspections will be affected by the new Fire Code update.

Operational Concerns



-It's recognized the city's current and expected population over the next ten years will far exceed the industry best practice of 10,000:1 ratio for population per Fire Prevention Officer, with only four (4) staff presently in the division.



-The service level of the Fire Prevention Division will undoubtedly become diluted with the expected population growth and Fire Code updates.

Fire Safety Education

-Fire safety education is a critical component of the Fire Prevention Division.

-Traditional fire safety education initiatives involving static displays or a table at a community event still is effective in some situations.

-However, the pandemic revealed the need for a new medium to reach our residents with fire safety information: social media.



Fire Safety Education



-In 2020, the decision was made to create social media platforms for WFES to share departmental updates and fire safety education.



-The social media platforms for WFES have been incredibly successful.



-Infographics, posters, and videos have been shared across the platforms on a variety of topics depending on provincial initiatives or to respond to certain fire causes in the community.



Fire Safety Education



FIRE SAFETY EDUCATION 2023-2025

1.1 MILLION
VIEWS



53,600 PAGE
VISITS



Fire Safety Education

Notable Initiatives:

2021 WFES “Dance Video”

- 245,714 Facebook views
- 1302 interactions
- Viewing time on Facebook: 39 days, 4 hours (940 hours total)
- Aired on “Good Morning America” in the United States, which has an average viewership of 5 million people, in addition to several local and national news outlets in Canada.



Fire Safety Education



Between 2023-2025, in-person fire safety education initiatives occurred as well which include: truck tours, station visits, school visits and presentations, and the “after the fire smoke alarm program”.



Between 2023-2025, 224 hours of in-person fire safety education occurred.

Current Fire Safety Issues

-The province has experienced a record number of fire deaths and injuries so far in 2025.

-Most cases involved missing or inoperable smoke alarms

What we ask of you:

- Ask your constituents to embrace fire safety and to install and maintain smoke alarms
- Tell your constituents if they see our trucks or personnel in the community to stop and say hello and chat fire safety.



Welland Fire Prevention Division



The Fire Prevention Division is a proud and committed group of fire safety professionals who work tirelessly in our community to increase fire safety.



The information shared today highlights the crucial work they have completed across our city but also identifies the operational challenges they face presently and in the future.



Welland Fire Prevention Division

Thank You



GENERAL COMMITTEE MEETING
ECONOMIC DEVELOPMENT

REPORT EDO-2025-04
May 27, 2025

SUBJECT: **Charting Our Future: Welland Strategic Plan 2023–2026 Update**

AUTHORS: **Lina DeChellis, Director of Economic Development and Strategic Initiatives**

Jessica Ruddell, Director of Community Services

APPROVING: **Rob Axiak, BRLS, MPA**
 Chief Administrative Officer

RECOMMENDATION:

THAT THE GENERAL COMMITTEE OF THE CITY OF WELLAND receives for information report EDO-2025-04.

RELATIONSHIP TO STRATEGIC PLAN

This update supports all of Council’s strategic priorities outlined in the *Charting Our Future: Welland Strategic Plan 2023-2026*, including Economic Growth, Health and Wellbeing, Environmental Stewardship, and Liveability. The ongoing implementation of the plan advances Council’s vision by promoting a diverse economy, supporting community health and safety, fostering environmental responsibility, and enhancing quality of life for all residents.

EXECUTIVE SUMMARY:

This report provides a progress update on [Charting Our Future: Welland Strategic Plan 2023–2026](#). Since the adoption of the plan in June 2023, staff across the organization have been engaged through a series of workshops and information sessions to align departmental work plans with the plan’s strategic priorities and objectives. To promote transparency, a public dashboard will be launched on the city website in June 2025 to share progress on key initiatives.

BACKGROUND:

The Charting Our Future: Welland Strategic Plan 2023-2026 was adopted by Council on June 6, 2023, as outlined in report CAO-2023-03, and is the result of engagement and collaboration by city staff, Council and the community. Since the adoption of this plan, city staff have been creating 'Objectives' to be aligned with each of the Strategic Priorities. This work has been extensive and will now be rolled into a platform which we can provide reports and showcase to the public our collective progress.

DISCUSSION:

The Economic Development & Strategic Initiatives department is leading the implementation of the plan in collaboration with all City departments. Steps taken to date include:

- **Strategic Alignment Workshops:** In early 2025, staff from across the organization participated in workshops to align departmental work plans with the strategic priorities and objectives outlined in the plan. These workshops helped to identify how operational activities support city-wide goals.
- **Staff Engagement and Communication:** To reinforce understanding and accountability across all levels of the organization, three strategic plan information sessions were scheduled in April.

These sessions provided an overview of each department's goals and their alignment with strategic priorities and objectives. All staff were invited to attend, encouraged to provide feedback, review the initiatives from all departments and to understand their individual contributions to the City's long-term vision.

In June 2025, the city will launch a public dashboard focused around communicating and measuring progress against strategic plan objectives. This new tool on the city's website is designed to promote transparency, engage residents in the city's strategic plan, share ongoing communication with residents about our progress. The dashboard will include:

- Milestones and accomplishments to date
- Timelines for upcoming initiatives and projects

Next Steps

- Ongoing updates to the public dashboard to reflect real-time progress
- Periodic update reports to Council tracking major achievements and challenges

- Develop Key Performance Indicators (KPIs) in 2026

FINANCIAL:




This report has no financial implications.

ATTACHMENT:

Appendix I – REPORT CAO-2023-03

Appendix II – Strategic Plan Council Presentation

COUNCIL
OFFICE OF THE CAO

APPROVALS	
DIRECTOR	
CFO	
CAO	

REPORT CAO-2023-03 22-154
JUNE 6, 2023

**SUBJECT: WELLAND STRATEGIC PLAN - CHARTING OUR FUTURE
2023-2026**

AUTHORS: CORPORATE LEADERSHIP TEAM (CLT)

ADAM ECKHART, Fire Chief
SHERRI-MARIE MILLAR, Director of Infrastructure Services
ROB AXIAK, Director of Community Services
GRANT MUNDAY, Director of Planning & Development Services
MARC MACDONALD, Manager of Communications
STEVEN FAIRWEATHER, CFO

APPROVING STEVE ZORBAS, CPA, CMA, B.Comm, DPA,
DIRECTOR: CHIEF ADMINISTRATIVE OFFICER

RECOMMENDATION

THAT THE COUNCIL OF THE CITY OF WELLAND approve the Welland Strategic Plan – Charting Our Future, for the years 2023-2026 as outlined in report CAO-2023-03, and appendices.

ORIGIN AND BACKGROUND

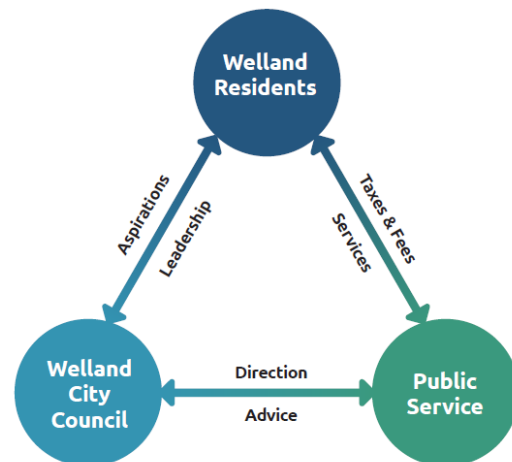
In December 2022, staff brought forward a report to Council (CAO-2022-02) requesting the creation of a City of Welland Corporate Strategic Plan. In this report, Council also approved the process by which this plan would be created. Report CAO-2022-02 identified what a strategic plan is, why it is important, and how it would be used over the next four years.

A strategic plan is a city's aspirational, future-focused, and actionable roadmap. The City of Welland's Strategic Plan results from collaborative discussions, open dialogue, and consensus building amongst Council, staff, and everyone in our community. Strategic planning is an ongoing process, which means the plan will remain live and dynamic, used daily to guide our work, advance and shape decision-making, and be reviewed and updated annually. The plan also assists city staff in their projects and initiatives by

understanding the direction of Council and how best to prioritize. Moreover, this plan will help to shape and align all city services in each department, aligned to a common vision.

Like all cities, this diagram helps to explain the relationship between Welland Residents, Welland City Council and the valued Public Services provided through city staff.

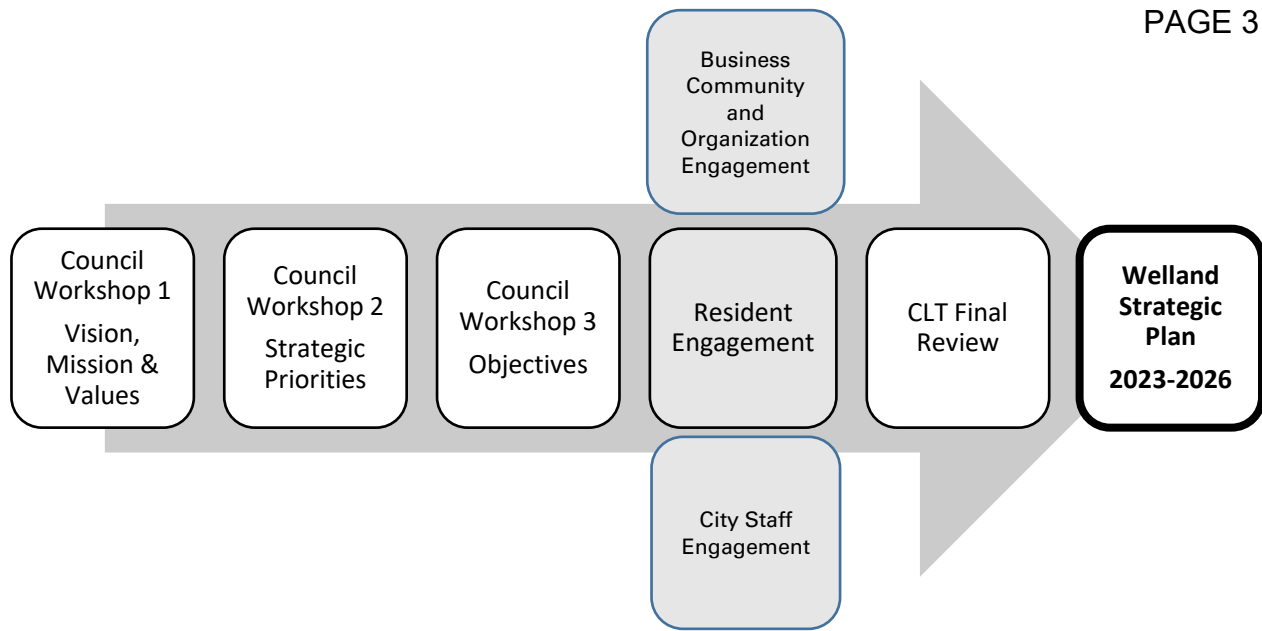
- Welland residents look for *leadership* from their elected officials while City Council provides *aspirations* for the residents of Welland.
- City Council provides *directions* to city staff, while staff provide our best *advice* to City Council.
- The Public Services provided through city staff are supported by Welland Residents through *taxation and user fees*, in exchange for valued city *services*.



This relationship illustration is included in the Strategic Plan and aids as a tool to better explain public policy, city services, and decision-making, articulating roles, and responsibilities.

COMMENTS AND ANALYSIS

As illustrated below, the roadmap leading to today involved in-depth and authentic discussions with Council through a workshop format. The three workshops hosted by the Corporate Leadership Team (CLT) focused on the three sections of a strategic plan beginning with the development of a vision, mission, and values, followed by the establishment of strategic priorities, and concluding with the creation of key objectives. This work was facilitated by CLT and created by Council to form the draft Strategic Plan.



Through a well-planned, and multi-approach engagement process, the draft Strategic Plan was then presented to three different groups (residents, businesses / organizations, and staff), asking for their insights and feedback. Residents were offered three in-person sessions with varying times and locations to provide their input, along with an online survey option. Authentic and impactful conversations were had with a wide range of individuals who attended the in-person sessions. Businesses, organizations, and agencies, along with city staff were provided with an online survey option to provide their input. In total, the resident feedback summary was 241 respondents, businesses and organizations had 20 respondents, and city staff had 30 respondents. For a grand total of 291 responses both in-person and online.

The feedback received provided some key insights into the draft Strategic Plan. A summary of the engagement sessions is shown in Appendix A of this report. In this appendix, various themes emerged which then help further refine the Strategic Plan. For example, significant feedback was provided about the mission statement, offering suggestions on how to further improve it to give it purpose and meaning, illustrating better how the City intends to get to our desired destination. The feedback was summarized, and all sections of the draft Strategic Plan were further refined ensuring the core of what Council envisioned remained.

The cumulative positivity scores for the vision, mission & values were recorded at 87%, while the positivity scores for the strategic priorities were recorded at 92% positivity. The draft objectives were shown during the in-person sessions and were also requested as a question on the online surveys to provide the top priorities the city should focus on. The feedback received is also summarized in Appendix A, which allowed the draft objectives to be further consolidated and refined, creating five (5) key objectives for each strategic priority. These objectives, summarized in the Welland Strategic Plan 2023-2026

(Appendix B), are the product of the engagement process, noted as the most important for the city to focus on.

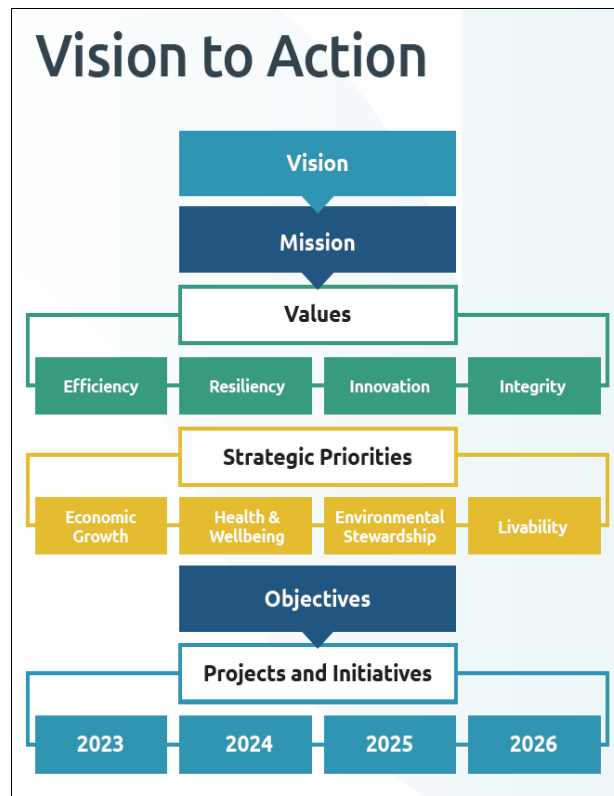
Moving forward, the objectives shown in the Strategic Plan will now support the alignment and set the direction for all the projects and initiatives that will come forward from each department and service area over the duration of this plan. In each respective year of the Strategic Plan (2023-2026), projects and initiatives will be summarized annually for Council, aligned to the objectives shown in the Strategic Plan.

Tracking Progress, Challenges and Successes

As part of the implementation of the strategic plan, staff will find opportunities to track progress, identify challenges and highlight successes. For example, as reports come forward to Council, showing the alignment with the strategic plan will become formalized. Workplan development in each department will also look to align with the Strategic Plan.

As a future strategy, staff will look to create key performance indicators to help better illustrate progress on key actions and outputs from the Strategic Plan. Key performance indicators (KPIs) are essential tools for measuring the effectiveness and progress of the Strategic Plan. They provide quantifiable metrics that allow the city to track the achievement of strategic goals and identify areas that require improvement. KPI's and other various reporting and alignment tools will be developed and brought forward to Council throughout the duration of the Strategic Plan. This may include the addition of new software to help track progress and provide dashboard capabilities to better showcase to the community our collective achievements to date.

As illustrated in the Strategic Plan and shown below, everything the city does will flow from vision to action. We will aspire to reach our vision. We will forge a path forward based on our mission. We will demonstrate our core values in everything we do, every day. As a city, we will look to stay focused on our four strategic priorities which align seamlessly with our key objectives shown in the Plan. Throughout the next four (4) years (2023-2026) various projects will come forward, moving the City from vision to action.



FINANCIAL CONSIDERATIONS

The Welland Strategic Plan was done through a Made-in-Welland approach, facilitated by the CLT. All funds used to create the Strategic Plan are within the 2023 budget allotment including human resources, supplies, equipment, etc. As we begin to move forward, alignment of the Strategic Plan with the budget process, financial reporting, policy development, and decision-making will gradually occur.

OTHER DEPARTMENT IMPLICATIONS

The Welland Strategic Plan aligns all departments and service areas into one cohesive direction. This begins with all departments aligning under the City's Vision, Mission, and Values. Establishing departmental workplans and initiatives to align with the strategic priorities is also fundamental. The CLT will track successes, challenges and gaps and look to address these with Council as they arise.

SUMMARY AND CONCLUSION

A corporate strategic plan is one of the most powerful tools within a municipality. The Plan will remain live, relevant, and dynamic for the term of Council (2023-2026). The Plan is our collective starting point and will be used as a guiding tool, to be used daily by all. It will be referenced, adhered to, and reported on, regularly. As the city continues to grow and we welcome more people into the community, it is essential for Council, the community and city staff to be in lockstep. Charting our future, the development of a strategic plan is crucial for guiding and inspiring the future direction of Welland, and our successful implementation will rely upon well-defined goals, clear action steps, and effective monitoring.

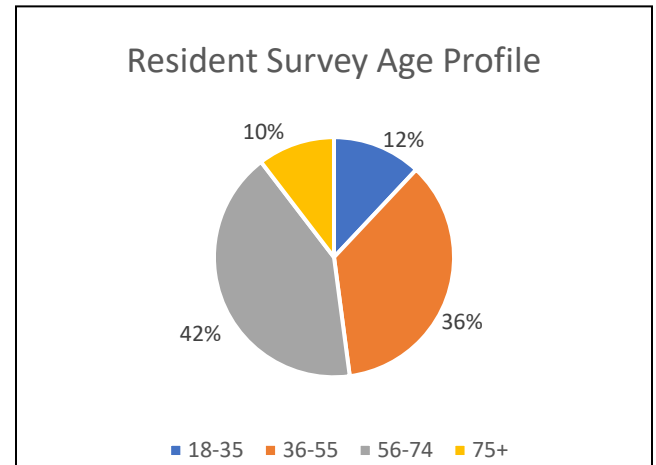
ATTACHMENTS

Appendix A: Engagement Summary

Appendix B: Welland Strategic Plan – Charting Our Future – 2023-2026

Resident Summary

- In-Person Sessions Total: 49
- On-Line Survey Total: 192
- TOTAL: 241

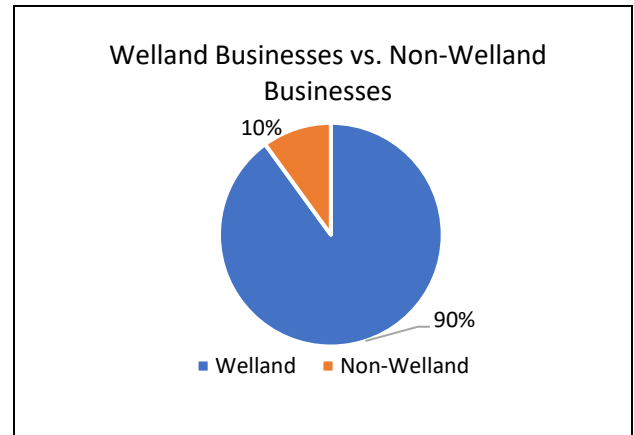


Vision, Mission, Values	<p>■ Positive ■ Negative</p>	<ul style="list-style-type: none"> • Forward Thinking and Aspirational. • Encouragement for all to live to these, every day. • Mission Statements should be clearer on how the city plans to achieve the Vision. • Strong Values and statements overall.
• Environmental Stewardship	<p>■ Positive ■ Negative</p>	<ul style="list-style-type: none"> • Visual actions so the community knows what is being done. with metrics. Evidence-based. • Invest in more trees and improve the tree canopy. • Improve the protection of trees and naturalized areas.
• Economic Growth		<ul style="list-style-type: none"> • Improve a broader understanding of the speed of growth. • Job creation is important. • Downtown revitalization is important
• Health and Well-Being		<ul style="list-style-type: none"> • Differentiate Health & Well-Being with Livability. • Create a stronger sense of identity for Welland. • The need for Doctors and Health Care Services is essential. • Need some homelessness solutions. • Opening statement needs to be clearer.
• Livability		<ul style="list-style-type: none"> • Differentiate Livability with Health & Well-Being. • Create a sense of belonging through spaces and programming. • Create more indoor and outdoor recreational facilities. • Improve trail systems. • Public access to the Canal is important. • Opening statement needs to be clearer.
General Themes	<ul style="list-style-type: none"> • General positive agreement on all 4 Strategic Priorities. Some further clarity on how each is defined should be considered. • City can only do so much. Fewer or consolidated objectives should be considered. • The need for more clarity between City Services vs. Regional Services • Meaningful Engagement early in the process 	

Welland Strategic Plan Engagement Summary

Businesses & Organizations Summary

On-Line Survey Total: 20

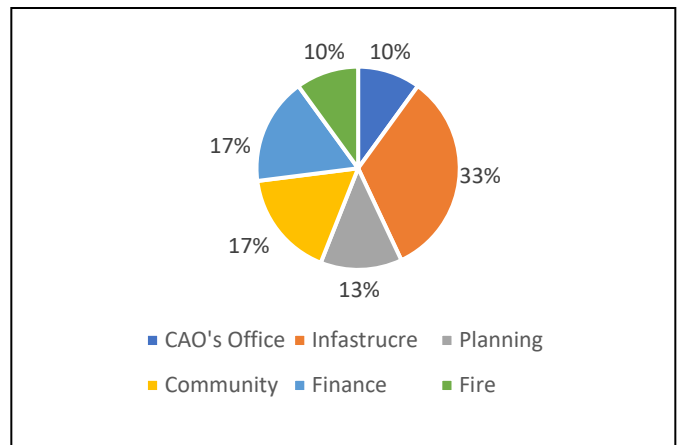


Vision, Mission, Values	<p>2% 98%</p> <p>■ Positive ■ Negative</p>	<ul style="list-style-type: none"> • Good overall • Consider the term 'future-ready' and 'community-led'. • Expand Quality of Life indicators • Mission needs to be reworked to better describe how the city plans on achieving its goals
<ul style="list-style-type: none"> • Environmental Stewardship 	<p>5% 95%</p> <p>■ Positive ■ Negative</p>	<ul style="list-style-type: none"> • Improved green spaces • Good Opening Statement
<ul style="list-style-type: none"> • Economic Growth 		<ul style="list-style-type: none"> • Enhance sporting and cultural events and tourism dollars. • Improve the downtown
<ul style="list-style-type: none"> • Health and Well-Being 		<ul style="list-style-type: none"> • Leverage the sector to help with problem-solving. • Create opportunities to attract families to live, work and play in Welland
<ul style="list-style-type: none"> • Livability 		<ul style="list-style-type: none"> • Improvement to infrastructure (roads, facilities etc.) • Improve Active Transportation and walkability throughout the city • Supportive Housing & Homelessness strategies • New recreation, sport and cultural facilities are needed to attract people to move to, and stay in Welland.
General Themes	<ul style="list-style-type: none"> • The need for Evidence-Based decision-making. • Frequent, Reliable, and Transparent communications. • Create more partnerships and build relationships. • Leverage the non-profit and other organizations to support and deliver services. • Improve cleanliness and esthetics, especially in the downtown. • Establishing a refreshed identity for Welland to draw businesses. 	

Welland Strategic Plan Engagement Summary

City Staff Summary

On-Line Survey Total: 30



Vision, Mission, Values	<p>■ Positive ■ Negative</p>	<ul style="list-style-type: none"> • Excitement to move forward. • Hopeful that all staff and members of Council adhere to these values and demonstrate them daily. • Term 'morals' is too subjective and can be misinterpreted. • Mission needs to say how we plan to get there. Should be reworked.
<ul style="list-style-type: none"> • Environmental Stewardship 	<p>■ Positive ■ Negative</p>	<ul style="list-style-type: none"> • Focus on sustainability. • Protection of all natural assets.
<ul style="list-style-type: none"> • Economic Growth 		<ul style="list-style-type: none"> • Sustainability is important. • Leverage and Improve Technology • Become the employer of choice
<ul style="list-style-type: none"> • Health and Well-Being 		<ul style="list-style-type: none"> • Differentiate Health & Well-Being with Livability • Increase recreation programs and infrastructure throughout the community. • Focus on Youth • Leverage Volunteerism and Partnerships
<ul style="list-style-type: none"> • Livability 		<ul style="list-style-type: none"> • Differentiate Livability with Health & Well-Being • Need for more affordable housing. • Embrace Diversity, Inclusion and Access • Upgrade/improve recreation facilities to keep up with growth. • Focus on Safe Communities
General Themes	<ul style="list-style-type: none"> • General concerns on the speed of growth and supportive services to keep up. • Promote public confidence. • Interest to move forward with new ideas. • We need honest and trustworthy dialogue. • Must remove silos to achieve the plan. All work together. • Staffing levels must keep up with Service Expectations and Community Needs • Evidence based decision making 	



2023 | Charting Our Future: **2026 | Welland Strategic Plan**

Land Acknowledgement

Welland is situated on treaty land. This land is steeped in the rich history of the First Nations such as the Hattiwendaronk the Haudenosaunee and the Anishinaabe, including the Mississaugas of the Credit First Nation. There are many First Nations, Metis, and Inuit people from across Turtle Island that live and work in Welland today. Welland stands with all Indigenous people, past and present, in promoting the wise stewardship of the lands on which we live.



Contents

04	Message From the Mayor
05	Welland City Council
06	Introduction
07	Vision to Action
08	Vision, Mission, Values
09	Strategic Priorities
10	Objectives
15	Conclusion

Message from the Mayor

Welland's plan rooted in efficiency, innovation, integrity and resilience



As Mayor of this remarkable city, and on behalf of Council and staff, I am honoured to share our 2023–2026 Strategic Plan: Charting our Future. This plan is as thoughtful as it is comprehensive. It is a carefully curated roadmap that will guide our efforts in building a more robust and vibrant community for everyone.

Charting Welland's future is a complex task that requires collaboration to realize success. Therefore, we relied on members of Council, staff, and the community — residential, business, and industrial — to help form a cohesive and collective vision — a vision that encompasses the aspirations, dreams, and desires of every individual who calls this city their home along with the many businesses, organizations, and agencies we work in close partnership with.

In today's rapidly evolving world, it is imperative that we stay ahead of

the curve and adapt to the changing needs of our community. And so, at its core, this plan is rooted in a set of values (efficiency, innovation, integrity, and resilience) that reflect our city's diverse perspectives and expertise. This collective wisdom has shaped our priorities and will guide our actions in the coming three years.

At the City of Welland, we spark curiosity and reflect a welcoming community rich in opportunity. Our Strategic Plan reflects how we will put this into practice each and every day.

Join us as we move forward into a prosperous and exciting future.

A handwritten signature in black ink that reads "Frank Campion". The signature is fluid and cursive, with a small flourish at the end.

Frank Campion, Mayor

Welland City Council



Ward 1 Councillors

Adam Moote

Mary Ann Grimaldi



Ward 2 Councillors

David McLeod

Leo Van Vliet



Ward 3 Councillors

Sharmila Setaram

John Chiochio



Ward 4 Councillors

Tony Dimarco

Bryan Green



Ward 5 Councillors

Graham Speck

Claudette Richard



Ward 6 Councillors

Jamie Lee

Bonnie Fokkens

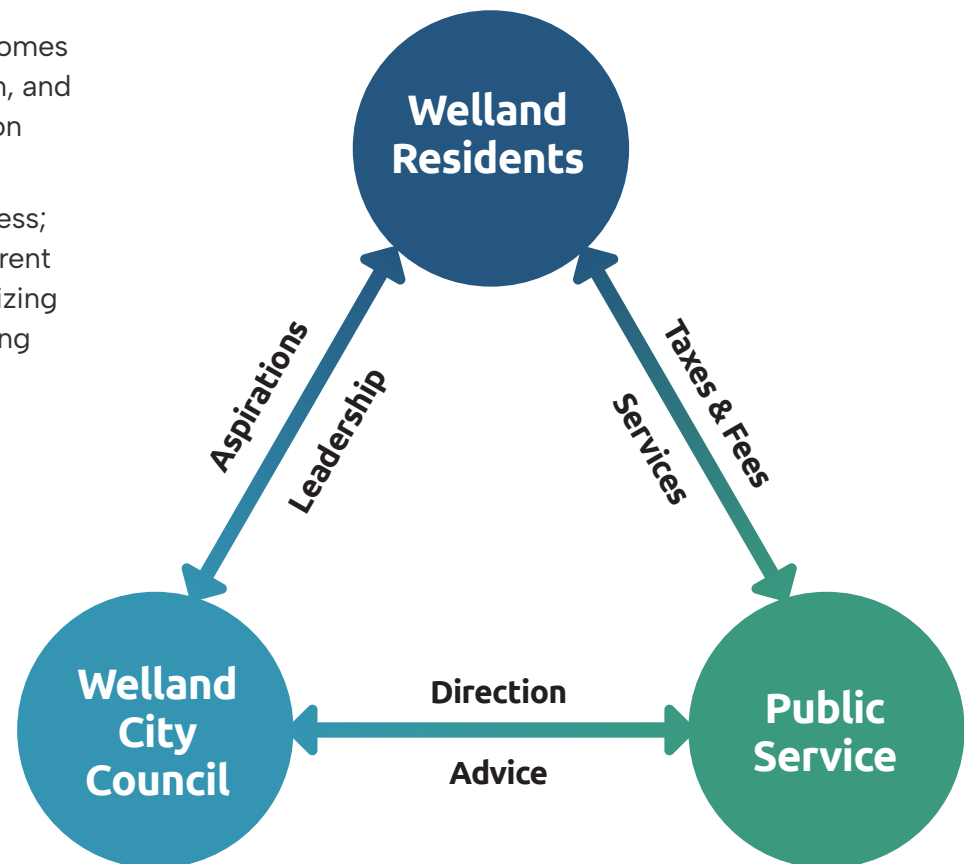
Introduction

Prioritizing the needs of the community

A Strategic Plan is a city's aspirational, future-focused and actionable roadmap. The City of Welland's Strategic Plan results from collaborative discussion, open dialogue, and consensus building amongst everyone in our community.

Our Strategic Plan comes from a multi-phased process, focusing on key components and building upon their outcomes as we move forward. Building from a strong mission, vision, and values, we identified high-level priorities before focusing on key objectives.

Successfully executing a strategic plan is an ongoing process; we will review and update it as needed throughout the current Council term. The plan also assists city staff in conceptualizing and delivering their projects and initiatives by understanding the direction of Council and what needs to be prioritized.



Vision to Action



Welland's Strategic Plan flows from vision to action. The plan includes an aspirational vision followed by a precise mission rooted within a foundation of core values.

We established strategic priorities to ensure we execute considerable focus on the sets of objectives for each priority.

Projects and initiatives will align and be reported annually throughout the next four years.

Vision, Mission, Values

Vision

To inspire and promote an active, resilient, and sustainable community delivering the best quality of life possible for all.

Mission

We will trailblaze a path toward a future-ready city founded on good governance, exceptional public service, and trustworthy public safety.

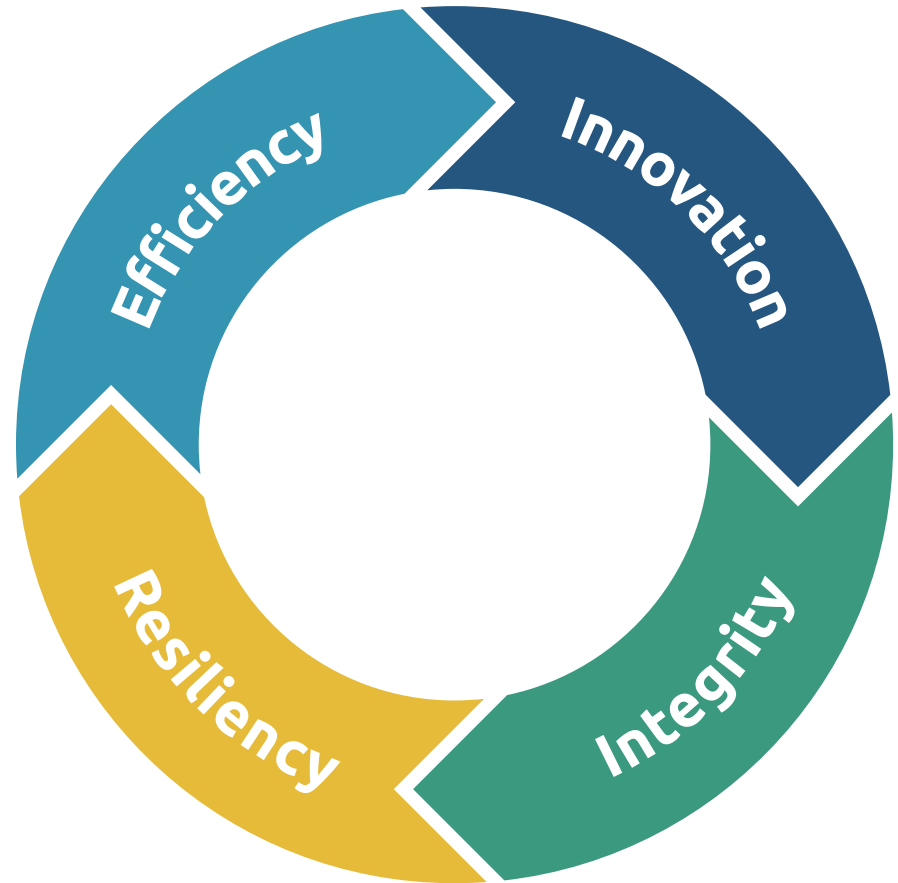
Values

Efficiency: A core value that drives our approach, emphasizes the optimization of resources, processes, and systems to maximize productivity, minimize waste, and achieve desired outcomes in a timely manner through continuous improvement.

Innovation: A fundamental value that inspires and propels us forward, fostering a culture of creativity, continuous learning, and adaptive thinking to generate ground-breaking ideas, solutions, and approaches that address complex challenges and drive meaningful progress.

Integrity: As a guide for our actions, we will emphasize honesty, accountability, and ethical behaviours, to ensure we consistently uphold the highest standards of trustworthiness, transparency, and fairness in all our endeavours.

Resiliency: To embrace our challenges and shape our future with a sense of optimism and purpose through a community-led and future-ready approach.



Strategic Priorities

Economic Growth



Environmental Stewardship



Health and Well-being



Livability



Economic Growth

Creating a diverse economy through partnerships and emerging markets to ensure sustainable growth and quality employment.

OBJECTIVES

1.1

Position Welland as an economic gateway and seek all opportunities to leverage support from senior levels of government.

1.2

Create a competitive business investment environment within a multi-sector market through supportive incentive programs and strategic infrastructure investments.

1.3

Enhance new technologies to improve efficiencies, service delivery, and economic development.

1.4

Improve city brand identity and attractiveness supporting an investment-ready and welcoming city.

1.5

Harness economic development opportunities through sustainable environmental solutions.

Projects and Initiatives:

2023 | 2024 | 2025 | 2026

Reported and summarized annually

Environmental Stewardship

Protecting the ecosystem through a responsible approach to minimize the impact on the environment through supportive decision-making, professional processes, incentives, policies, and operational practices.

OBJECTIVES

2.1

Become a leader in environmental sustainability while reducing carbon footprint and preparing for the impacts of climate change.

2.2

Deliver carbon-neutral initiatives in alignment with upper levels of government and industry best practices.

2.3

Promote and implement programs, policies, and incentives that maintain and improve the quality of the land, water, and air throughout the city including tree protections and canopy expansion.

2.4

Improve and promote abilities in waste management, waste diversion, and recycling.

2.5

Prioritize and leverage infrastructure improvements that support environmental protection and sustainability.

Projects and Initiatives:

2023 | 2024 | 2025 | 2026

Reported and summarized annually

Health and Well-being

Promoting personal health and well-being by offering an abundance of activities that meet the diverse needs and interests all while, advocating for improved health care throughout the city, and supporting the need for safety and security.

OBJECTIVES

3.1

Celebrate and enhance opportunities and activities focused on accessibility, participation, age-friendly, diversity and inclusion.

3.2

Advocate and leverage opportunities to expand healthcare services including a new hospital, additional doctors and healthcare practitioners, and supportive services for the unhoused.

3.3

Maintain and enhance community safety opportunities including prevention, preparedness, communications, promotions, and procedures making Welland a safe place to live, work and play.

3.4

Expand the inventory of recreation facilities and community-based program offerings throughout the city based on evolving needs and interests through partnerships and community engagement.

3.5

Seek opportunities and enhancements for the city to become an employer of choice within Niagara and beyond with high employee morale and satisfaction.

Projects and Initiatives:

2023 | 2024 | 2025 | 2026

Reported and summarized annually

Livability

Creating a sense of belonging while enhancing mobility by improving access to recreation and community events, ensuring adequate housing options, encouraging job growth, and improving ways to efficiently move people throughout the city.

OBJECTIVES

4.1

Enhance recreation opportunities and volunteerism throughout the city focused on the best use of green spaces, access to the recreational canal, and quality sport, recreation and culture facilities for all ages, abilities, and diverse interests.

4.2

Create a new benchmark standard on the delivery of customer service while determined to find opportunities to decrease red tape.

4.3

Promote an adequate supply of housing types that cater to a wide variety of needs by working with all levels of government, non-profit organizations, agencies, and the private sector.

4.4

Focus on active transportation through alternative transportation modes such as transit, walking, and bicycling to support complete communities while finding opportunities to improve traffic flow, safety, and accessibility.

4.5

Support residential and commercial investment in the Downtown to be an attractive destination for residents and visitors, and function as a vibrant, mixed-use neighbourhood linked to recreation and event opportunities.

Projects and Initiatives:

2023 | 2024 | 2025 | 2026

Reported and summarized annually

**“With your support,
we are confident that we
can create a better future
for all residents of Welland.”**

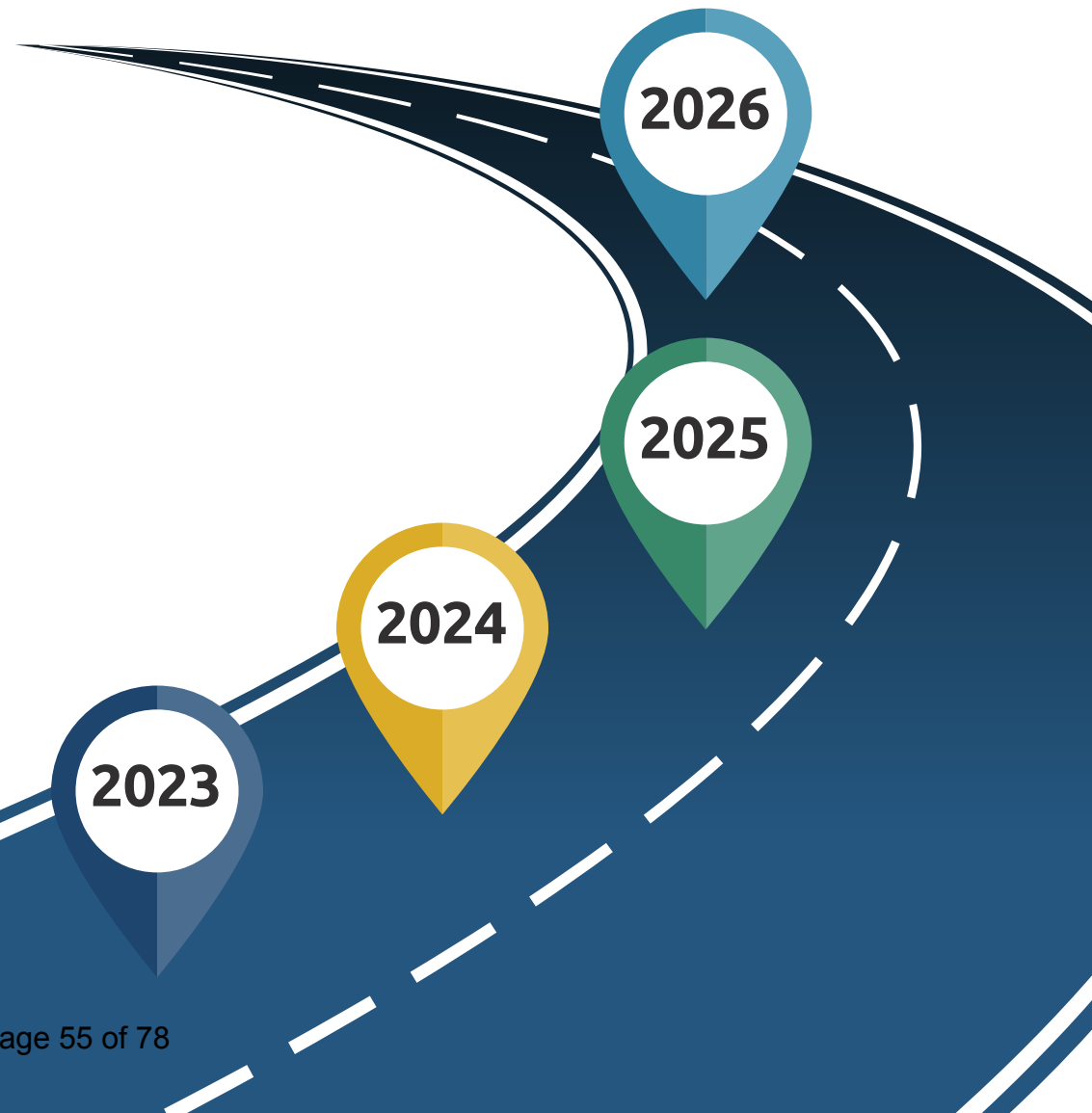
Conclusion

Working together towards a better future

We want to express our gratitude to the community for their input and collaboration in shaping the future of our great city. We have established a clear vision for the next four years and are committed to making it a reality.

Moving forward, we will focus on implementing the objectives outlined in this plan and tracking our progress toward achieving our goals. In addition, we intend to ensure that all projects and initiatives are aligned with this plan and will find opportunities to communicate our successes and challenges as we proceed forward.

We recognize this is just the beginning and have much work to do. Therefore, we invite you to continue to engage with us and provide feedback as we work together towards a more vibrant, sustainable, and prosperous community. With your support, we are confident that we can create a better future for all residents of Welland.





CITY OF
Welland

Corporation of the City of Welland
Civic Square
60 East Main St.
Welland, ON L3B 6E1
905-735-1700
www.welland.ca

Various photos in this book courtesy of Anthony Gallaccio

Charting our Future: Welland Strategic Plan 2023 - 2026



Strategic Plan Update

Vision to Action



In June 2023, Council established a bold vision for a future-ready Welland.

Vision

To inspire and promote an active, resilient, and sustainable community delivering the best quality of life possible for all.

Mission

We will trailblaze a path toward a future-ready city founded on good governance, exceptional public service, and trustworthy public safety.

Strategic Framework



- Staff have been aligning actions and resources to deliver on that vision
- The Strategic Plan now guides decision-making, investment, and operational priorities across departments.

Strategic Priorities

Economic Growth

Creating a diverse economy through partnerships and emerging markets to ensure sustainable growth and quality employment

Health & Well-being

Promoting personal health and well-being by offering an abundance of activities that meet the diverse needs and interests all while, advocating for improved health care throughout the city, and supporting the need for safety and security.

Environmental Stewardship

Protecting the ecosystem through a responsible approach to minimize the impact on the environment through supportive decision-making, professional processes, incentives, policies, and operational practices.

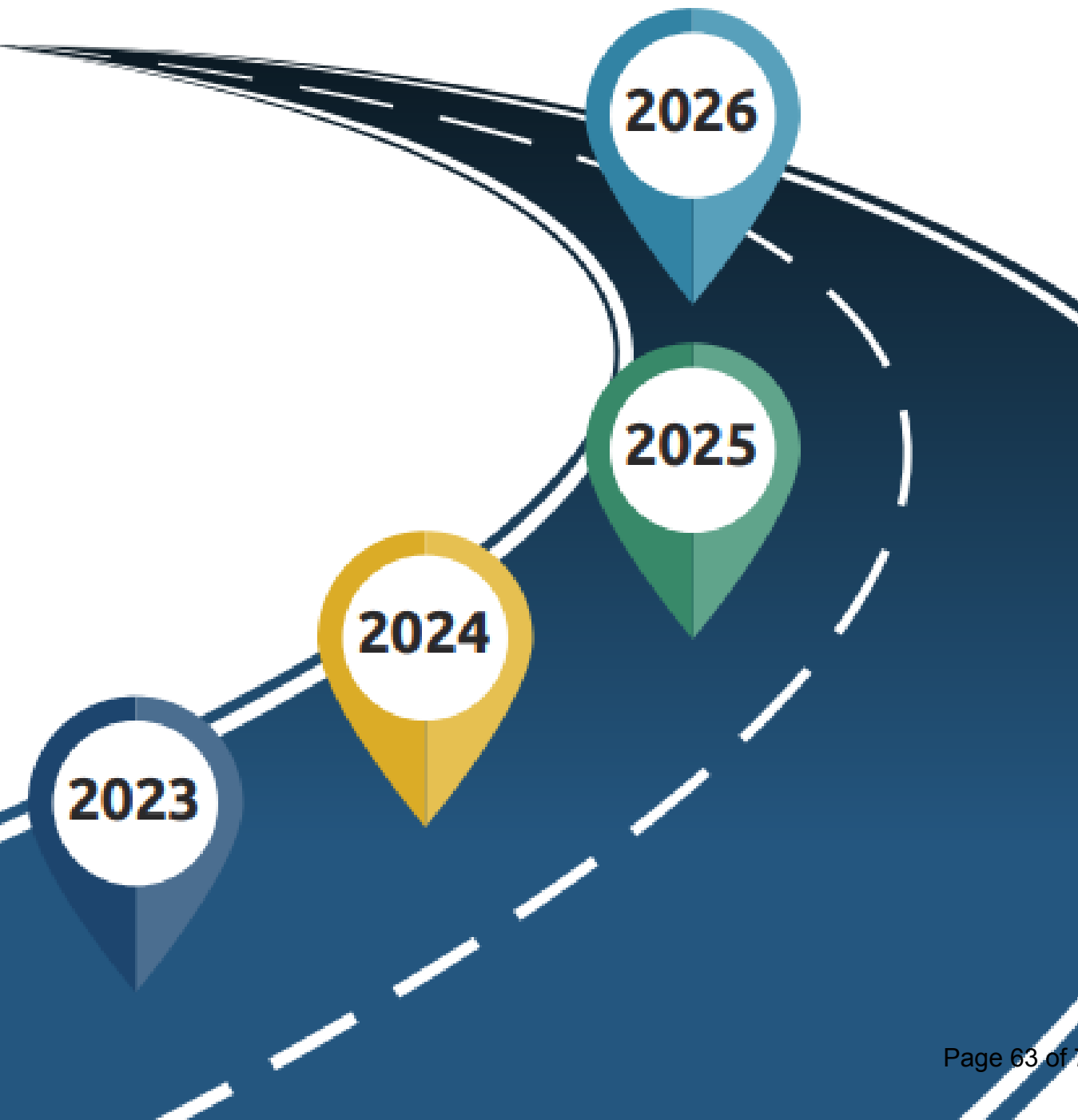
Livability

Creating a sense of belonging while enhancing mobility by improving access to recreation and community events, ensuring adequate housing options, encouraging job growth, and improving ways to efficiently move people throughout the



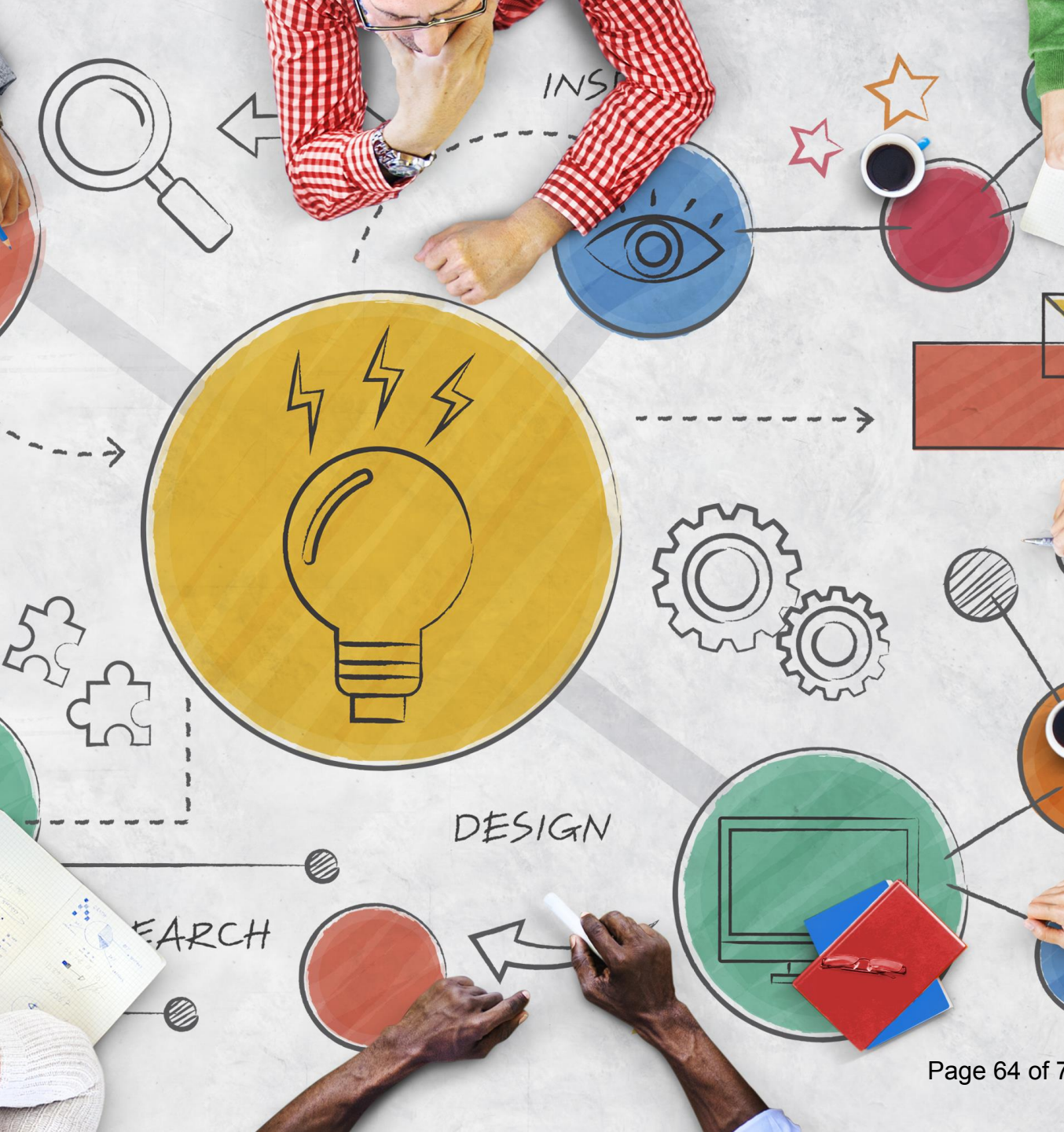
From Strategy to Action

- Staff worked across all departments to build action plans tied to each objective
- Each department participated in three dedicated workshops
- Plans include measurable actions, timelines, and assigned leads
- This ensures alignment, accountability, and progress tracking



Implementation Timeline

- Fall 2024: Kick-off and planning
- Jan–Mar 2025: Departmental action planning
- May 2025: Staff training and system configuration.
- June 2025: Public Dashboard: Go Live.



Why the action plan matters

- Moves us from “what” and “why” to “how”
- Ensures resourced, accountable delivery of Council’s vision
- Creates a living, adaptive plan—not a document that sits on a shelf
- Enables real-time tracking and public reporting



Staff Commitment

- Staff across the organization are actively contributing to implementation
- Strategic alignment is becoming embedded in decision-making
- Cross-departmental collaboration is improving service delivery and responsiveness.



Looking Ahead

- Ongoing quarterly updates to track progress
- Public dashboard launch in June 2025 to show results in real time
- Continuous improvement as we adapt and refine based on feedback
- Develop Key Performance Indicators (KPI's) in 2026.



Thank You

Thank you, Council, for your vision and leadership in adopting this plan

We look forward to continuing to work with you to bring the Strategic Plan to life—with visible, measurable impact for the residents of Welland.

GENERAL COMMITTEE MEETING
ECONOMIC DEVELOPMENT

REPORT EDO - 2025-05
May 27, 2025

SUBJECT: **Downtown Cleanliness and Beautification Partnership Initiative**

AUTHOR: **Julia Ciolfi, Economic Development Officer**

**APPROVING
MANAGER:** **Lisa Allen, Manager, Economic Development**

**APPROVING
DIRECTOR:** **Lina DeChellis, Director, Economic Development & Strategic Initiatives**

RECOMMENDATION:

THAT THE GENERAL COMMITTEE receives for information Report EDO – 2025 – 05 regarding a downtown cleanliness and beautification partnership between the City of Welland Economic Development Division, Job Gym and the Downtown Welland Business Improvement Area (WDBIA) for the implementation of two (2) downtown maintenance tricycles.

RELATIONSHIP TO STRATEGIC PLAN –

This recommendation is aligned to Council's strategic priority of ensuring "Liveability" by creating a sense of belonging while enhancing mobility by improving access to recreation and community events, ensuring adequate housing options, encouraging job growth, and improving ways to efficiently move people throughout the city.

EXECUTIVE SUMMARY:

The Welland Economic Development Office (EDO) remains committed to driving economic growth, attracting new investment, and generating employment opportunities that enhance the overall quality of life for residents. As a central component of Welland's Strategic Plan, the EDO actively supports existing businesses, fosters entrepreneurship, and promotes innovation across emerging sectors. These efforts contribute to a stronger municipal tax base and enable reinvestment in critical city services.

In alignment with its strategic priorities, the EDO is launching a pilot project aimed at improving cleanliness and beautification within the Welland Downtown Business Improvement Area (WDBIA) during the summer of 2025. In

collaboration with the WDBIA and the Job Gym, the initiative will create two temporary positions dedicated to maintaining the area's appearance. Responsibilities will include litter collection, weeding, and general upkeep across the entire WDBIA catchment area and will exclude city owned properties.

BACKGROUND:

To proactively enhance the cleanliness and beautification of the downtown core, the City of Welland's Economic Development Office (EDO) worked collaboratively with the Welland Downtown Business Improvement Area (WDBIA) and the Job Gym to develop a pilot program designed to support the visual appeal and overall maintenance of non city owned properties in the WDBIA catchment area (Appendix A).

This partnership has resulted in the creation of a community-focused seasonal initiative that will employ two individuals for a 16-week term during the summer of 2025. Funded through Fedcap, these positions will be part-time (20 to 25 hours per week), with all training provided by the Job Gym. The program is designed not only to enhance the public realm but also to support workforce development and community engagement.

The WDBIA will serve as the employer of record for the program, with participants reporting directly to the Executive Director of the WDBIA. A detailed work plan and training plan have been developed collaboratively by the EDO, the Job Gym, and the WDBIA to ensure program consistency, measurable outcomes, and on-the-job success for participants.

As part of this initiative, general labourers will utilize custom-built mobile tricycles equipped with bins to efficiently collect litter, remove weeds, and perform general maintenance duties throughout non city owned assets in the WDBIA catchment area. These workers will play a key role in helping maintain clean, attractive, and welcoming public spaces for residents, businesses, and visitors alike.

This pilot project represents a shared commitment to downtown revitalization, public-private collaboration, and the continued enhancement of Welland's urban environment.

DISCUSSION:

The success of this downtown beautification pilot relies not only on collaboration but on strategic investment and innovation. The Economic Development Office (EDO) identified an opportunity to support both community cleanliness and local economic activity by allocating funds from its departmental budget to purchase two specialized mobile tricycles. These units, sourced exclusively through Canadian suppliers, reflect the City's commitment to supporting domestic procurement.

The custom tricycles will be used by seasonal workers to navigate the Welland Downtown Business Improvement Area (WDBIA), collecting litter, removing

weeds, and performing light maintenance work throughout the catchment zone and will exclude city properties. Each tricycle is equipped with mounted bins and storage compartments, allowing for efficient operation and high visibility within the downtown. To ensure participants are prepared and safe, the Job Gym will deliver comprehensive training—including sharps handling and health and safety protocols—prior to deployment.

Candidates for the program will be sourced directly from the Job Gym's existing employment pool, with interviews to be conducted jointly by representatives from the WDBIA and the City of Welland. This collaborative approach ensures alignment in hiring and helps identify individuals who are best suited for the role and understand its community impact.

Staff hired under this program will be compensated at the provincial minimum wage of \$17.20 per hour and work between 20 and 25 hours per week over the 16-week term. The WDBIA will serve as the official employer, responsible for supervising the workers and managing day-to-day operations.

In support of this collaborative effort, formal letters of support have been provided by the Job Gym (Appendix B), reinforcing shared accountability and commitment to the program's success.

In addition to its core beautification objectives, the program also introduces an innovative sponsorship opportunity. The design of the tricycle units allows for advertising space to be sold to local businesses. This presents a dual benefit: increased exposure for sponsors in a high-traffic pedestrian zone and an additional funding stream that could support or expand the program in future years.

Ultimately, this initiative reflects a creative, community-first approach to urban maintenance, while also fostering job experience, promoting civic pride, and laying the groundwork for further public-private partnerships.

FINANCIAL:

Asset Purchase: \$7,359.98 CAD (2 tricycles) – Welland Economic Development 2025 Budget.

Salary & Wages: Wages for 2 staff (16 weeks x 20 to 25 hrs/week x \$17.20/hr x 2 staff) – Funded through Fedcap

Training and Supervision: \$0.00 (in-kind contribution from the WDBIA and Job Gym)

ATTACHMENTS:

- Power Point Presentation
- **Appendix A:** Map of Downtown Welland Business Improvement Area Catchment
- **Appendix B:** Letter of Support, Job Gym



May 27, 2025
General Committee

Downtown Cleanliness and Beautification Partnership

Economic Development



Downtown Cleanliness and Beautification Partnership

– Project Overview

- The Economic Development division, in partnership with the WDBIA and Job Gym is launching a pilot project aimed at improving cleanliness and beautification within the Welland Downtown Business Improvement catchment Area (WDBIA). This pilot project will involve the use of 2 maintenance tricycles within the downtown catchment area for the purpose of weed removal, garbage pick up and general upkeep in the area.
- The project is to commence in Summer, 2025 and will create two (2) temporary seasonal positions for a duration of 16 weeks for between 20 – 25 hours per week.
- This project is a partnership between the Welland Downtown Business Improvement Area (BIA), City of Welland and Job Gym.



Partnership Overview

Job Gym

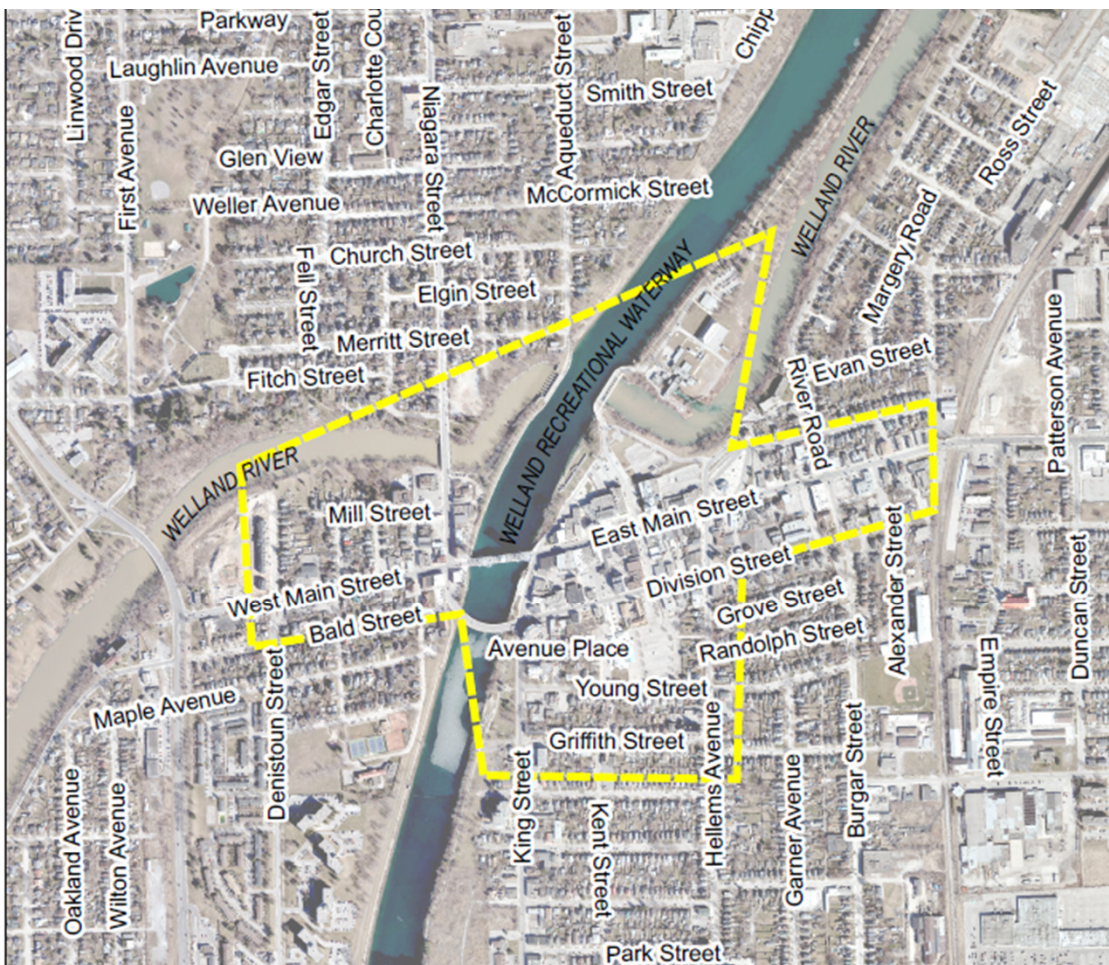
- Candidate selection, interview and hiring process
- Job and Health and Safety training
- Coordination of funding for positions via Fed Cap

Downtown Welland Business Improvement Area

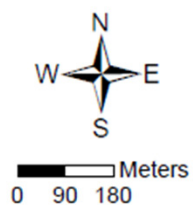
- Employer of record with participants reporting directly to the Executive Director of the WDBIA
- Route determination
- Participation in hiring process

City of Welland

- Purchase of Tricycle units
- Participate in hiring process
- Marketing and communication of program.



Downtown Welland BIA Area



Focus Area

Financial

01

Asset Purchase

\$7,359.98 for the purchase of 2 maintenance tricycles – Welland Economic Development Budget (2025)

02

Salary and Wages

Wages for 2 temporary seasonal staff members (16 weeks x 20 – 25 hours per week x \$17.20 per hour)

All wages will be funded through Fed cap

03

Training and Supervision

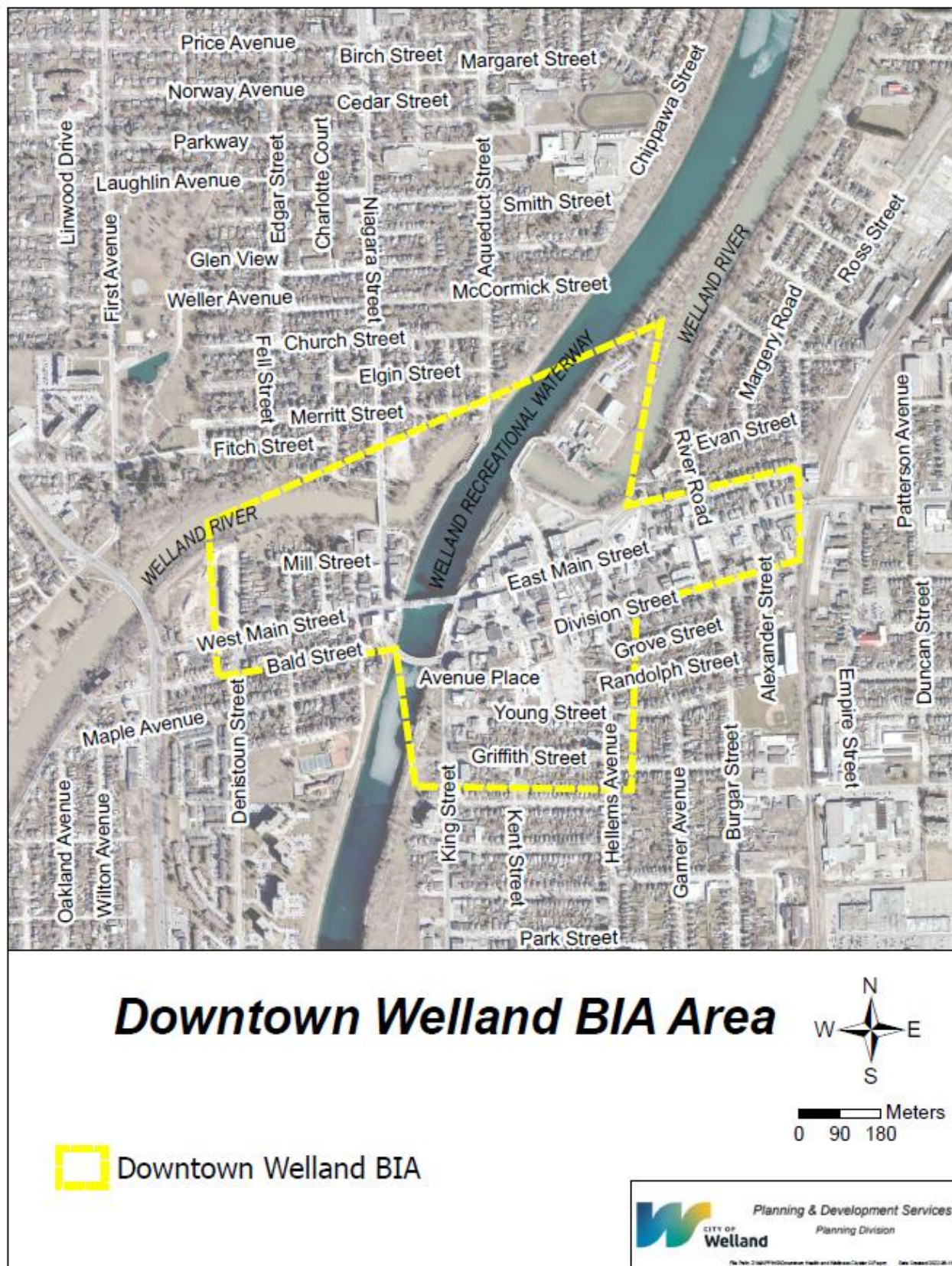
Training to be provided by Job Gym at no cost to the City

Supervision to be provided by the Downtown Welland Business Improvement Area at no cost to the city.



Thank You!

Have any questions for us?



Appendix B

225 East Main Street, Welland, ON L3B 3W7
wellandjobgym@jhs-niagara.ca | p: 905.732.7655 | f: 905.732.2912
jobgym.com



May 13th, 2025

To whom it may concern,

The Job Gym is pleased to offer its full support for the City of Welland Economic Development Office's 2025 Downtown Beautification Pilot Project. This initiative is a timely and strategic effort to improve the public realm within the Welland Downtown Business Improvement Area (WDBIA), while also providing meaningful employment and skills development opportunities for local job seekers.

We are proud to serve as a collaborative partner in this project. The Job Gym will take a lead role in recruiting, onboarding, and training two individuals who will be employed as general labourers throughout the 16-week summer term. Through hands-on experience and structured mentorship, these participants will gain valuable workforce readiness skills that align with our mission to support employment pathways and community integration.

This initiative demonstrates a forward-thinking approach to workforce development and community improvement. By investing in both people and place, the program helps lay the foundation for long-term revitalization in Welland's downtown core. We commend the Economic Development Office and the WDBIA for their leadership in launching this project and look forward to continued collaboration throughout its implementation.

Sincerely,

A handwritten signature in blue ink, appearing to read "D Vilella".

Deanna Vilella, Job Gym Senior Manager