

GENERAL COMMITTEE MEETING
ECONOMIC DEVELOPMENT

REPORT EDO-2025-04
May 27, 2025

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

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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