
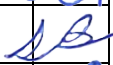



**COUNCIL**  
**OFFICE OF THE CAO**

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)**

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**STEVEN FAIRWEATHER, CFO**

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

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**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**

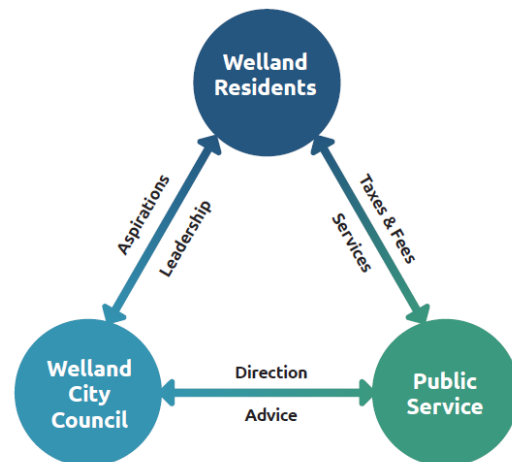
In December 2022, staff brought forward a report to Council (CAO-2022-02) requesting the creation of a City of Welland Corporate Strategic Plan. In this report, Council also approved the process by which this plan would be created. Report CAO-2022-02 identified what a strategic plan is, why it is important,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

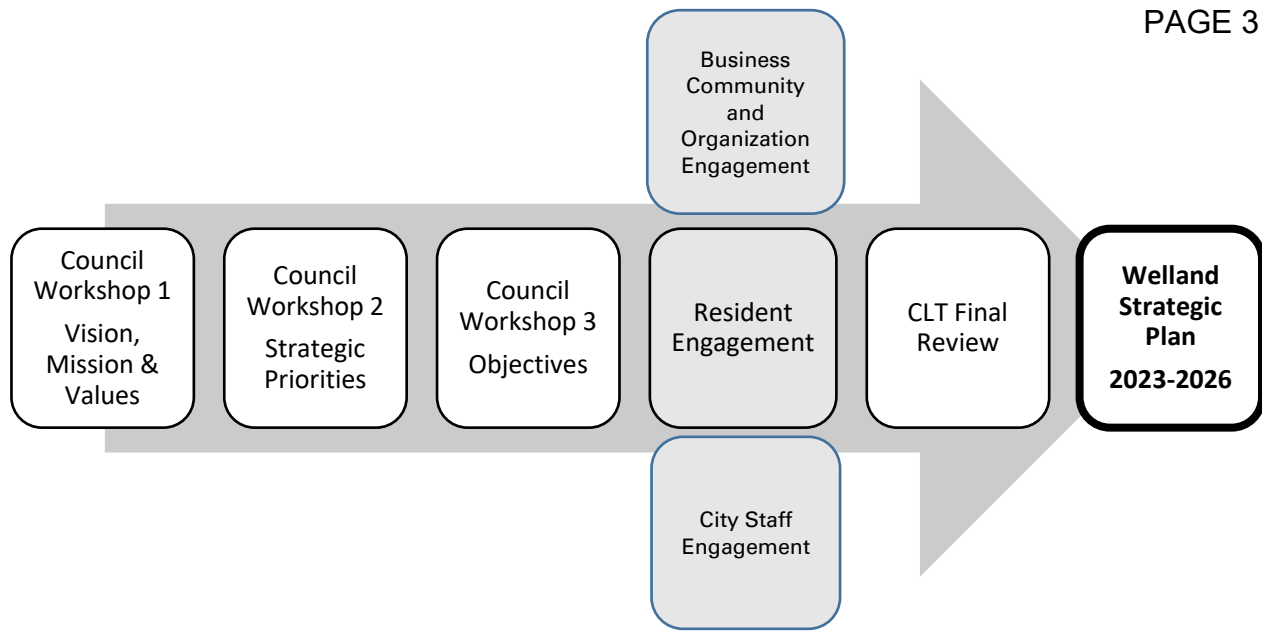
- Welland residents look for *leadership* from their elected officials while City Council provides *aspirations* for the residents of Welland.
- City Council provides *directions* to city staff, while staff provide our best *advice* to City Council.
- The Public Services provided through city staff are 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.

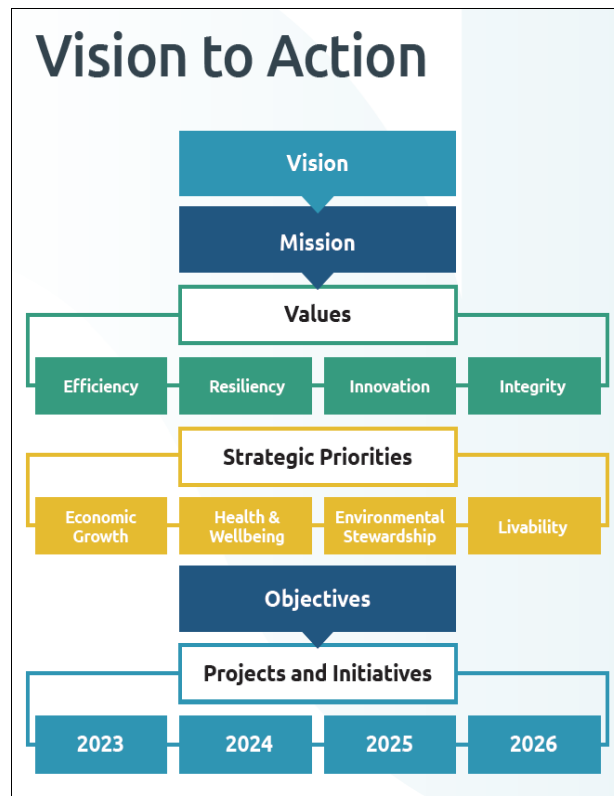
Moving forward, the objectives shown in the Strategic Plan will now support the alignment and set the direction for all the projects and initiatives that will come forward from each department and service area over the duration of this plan. In each respective year of the Strategic Plan (2023-2026),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

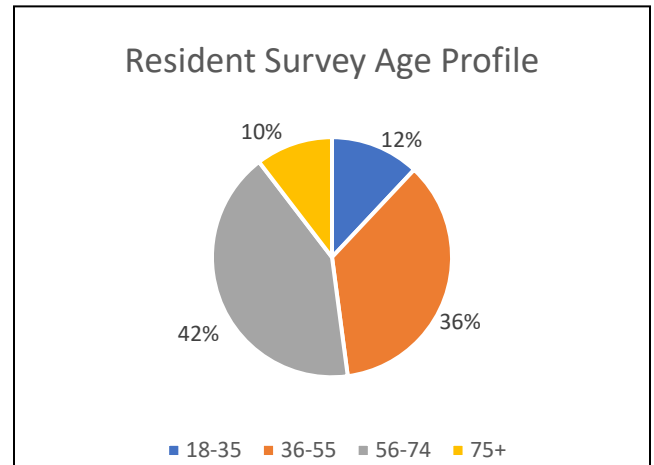
## **ATTACHMENTS**

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

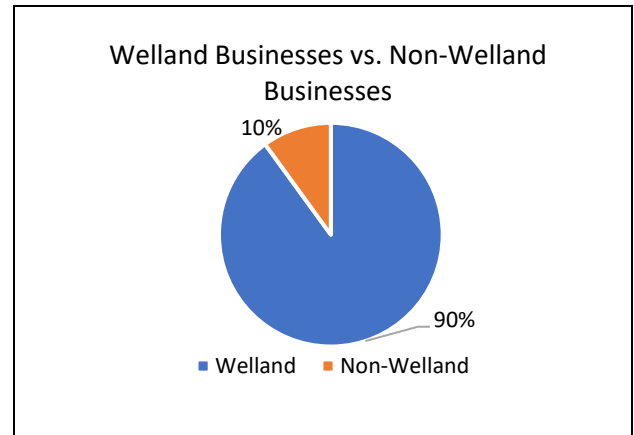


<b>Vision, Mission, Values</b>	<p>■ Positive ■ Negative</p>	<ul style="list-style-type: none"> <li>• Forward Thinking and Aspirational.</li> <li>• Encouragement for all to live to these, every day.</li> <li>• Mission Statements should be clearer on how the city plans to achieve the Vision.</li> <li>•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

# Welland Strategic Plan Engagement Summary

## Businesses & Organizations Summary

On-Line Survey Total: 20



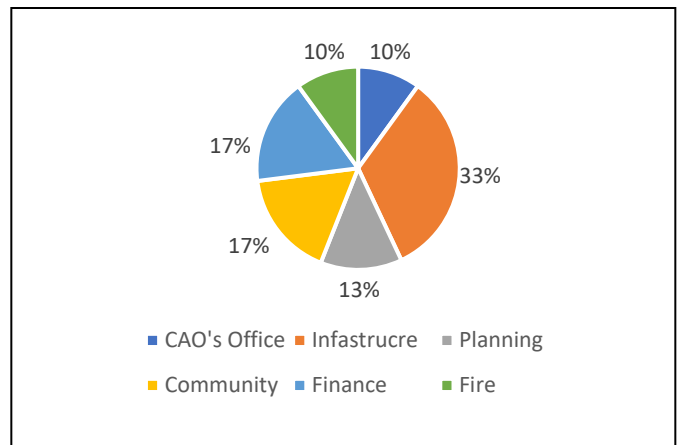
<b>Vision, Mission, Values</b>	<p>2% 98%</p> <p>■ Positive ■ Negative</p>	<ul style="list-style-type: none"> <li>• Good overall</li> <li>• Consider the term 'future-ready' and 'community-led'.</li> <li>• Expand Quality of Life indicators</li> <li>• Mission needs to be reworked to better describe how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



## Welland Strategic Plan Engagement Summary

### City Staff Summary

On-Line Survey Total: 30



<b>Vision, Mission, Values</b>	<p>14% — 86% ■ Positive ■ Negative</p>	<ul style="list-style-type: none"> <li>• Excitement to move forward.</li> <li>• Hopeful that all staff and members of Council adhere to these values and demonstrate them daily.</li> <li>• Term 'morals' is too subjective and can be misinterpreted.</li> <li>• Mission needs to say how we plan to get there. Should be reworked.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Environmental Stewardship</b></li> </ul>	<p>3% 97% ■ Positive ■ Negative</p>	<ul style="list-style-type: none"> <li>• Focus on sustainability.</li> <li>• Protection of all natural assets.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Economic Growth</b></li> </ul>		<ul style="list-style-type: none"> <li>• Sustainability is important.</li> <li>• Leverage and Improve Technology</li> <li>• Become the employer of choice</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Health and Well-Being</b></li> </ul>		<ul style="list-style-type: none"> <li>• Differentiate Health &amp; Well-Being with Livability</li> <li>• Increase recreation programs and infrastructure throughout the community.</li> <li>• Focus on Youth</li> <li>• Leverage Volunteerism and Partnerships</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Livability</b></li> </ul>		<ul style="list-style-type: none"> <li>• Differentiate Livability with Health &amp; Well-Being</li> <li>• Need for more affordable housing.</li> <li>• Embrace Diversity, Inclusion and Access</li> <li>• Upgrade/improve recreation facilities to keep up with growth.</li> <li>• Focus on Safe Communities</li> </ul>
<b>General Themes</b>		<ul style="list-style-type: none"> <li>• General concerns on the speed of growth and supportive services to keep up.</li> <li>• Promote public confidence.</li> <li>• Interest to move forward with new ideas.</li> <li>• We need honest and trustworthy dialogue.</li> <li>• Must remove silos to achieve the plan. All work together.</li> <li>• Staffing levels must keep up with Service Expectations and Community Needs</li> <li>• Evidence based decision making</li> </ul>



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

# Land Acknowledgement

**W**elland is situated on treaty land. This land is steeped in the rich history of the First Nations such as the Hatiwendaronk 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.



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# 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.

**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

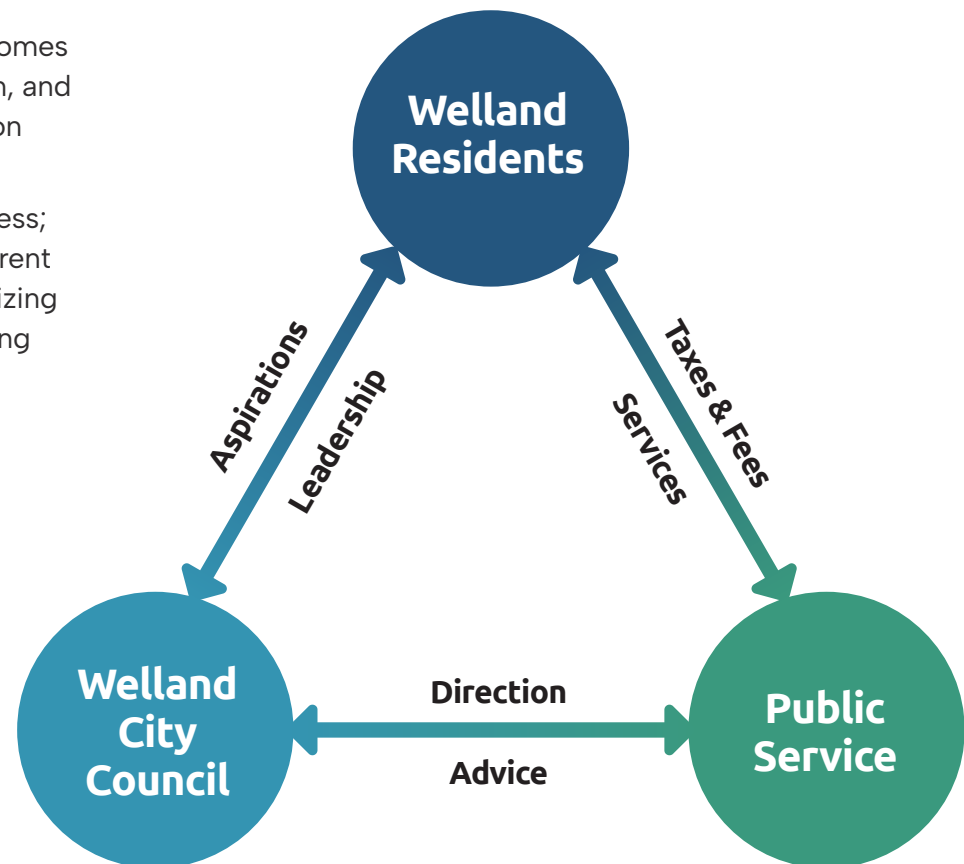
# Introduction

## 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.

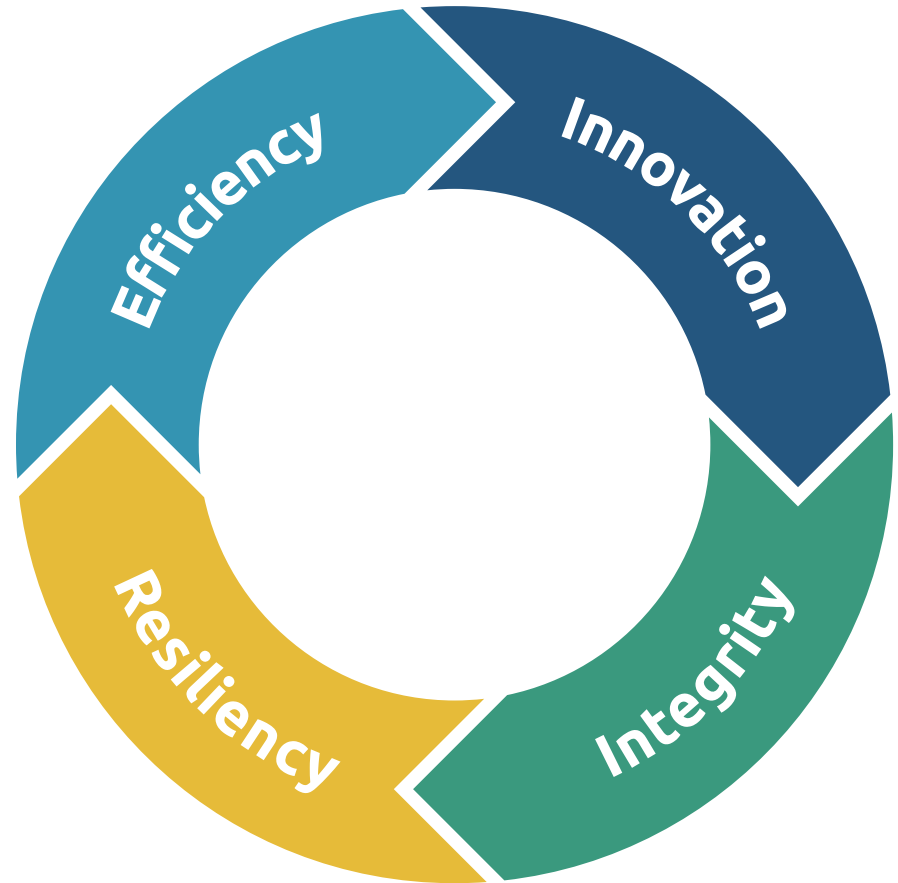
## Values

**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

**W**e 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**

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Various photos in this book courtesy of Anthony Gallaccio