



## **Council - Staff Workshop AGENDA**

September 9, 2025

5:00 P.M. - 8:00 P.M.

COUNCIL CHAMBERS – CIVIC SQUARE

All Meetings can be viewed at:

City of Welland website: <https://www.welland.ca/Council/LiveStream.asp>

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	<b>Pages</b>
<b>1. ADVISORY COMMITTEE REVIEW - (5:00 P.M. - 6:00 P.M.)</b>	<b>3 - 33</b>
Presented by Carolyn J. Kett and Carol Schofield, Office of the City Clerk.	
1.1 This presentation will provide an overview of the Advisory Committee Review currently underway, beginning with a work plan outline. The purpose of the plan is to guide a comprehensive review of all Council-appointed advisory committees to determine their relevance, effectiveness, and alignment with Council's strategic priorities and legislative obligations, and to provide structured, evidence-based recommendations for improving governance, transparency and community impact. The outcome of the review will provide for modernization, and stronger, more effective advisory committees with clear mandates, measurable outcomes and alignment with Council's vision.	
<b>2. AFFORDABLE HOUSING PROGRESS - (6:00 P.M. - 7:00 P.M.)</b>	<b>34 - 49</b>
Presented by Nick Aiello, Manager of Policy Planning, Planning Division.	
2.1 Brief overview of City's Affordable Rental Housing CIP Programs including Affordable Housing Reserve Fund and Special Lands Program. Affordable Housing Committee's Role, overview of recent Affordable Housing Projects and progress to date and overview of Affordable Housing Acting webpage.	

**3. RESERVE DETAILS - (7:00 P.M. - 8:00 P.M.)**

50 - 60

**Presented by Stephanie Nagel, General Manager of Corporate and Enterprise Services/CFO and Melanie Steele, City Treasurer, Finance Division.**

**3.1 Share information with Council on the components and considerations for a reserve policy. Outline a draft workplan, staff will work towards in developing a comprehensive Reserve Policy for the City and Solicit preliminary feedback from Council.**

**4. ADJOURNMENT**

# Comprehensive Review of Municipal Advisory Committees

Council-Staff Workshop Meeting

## Municipalities Create and Appoint Advisory Committees to:

1. **Provide** expertise and advice on specific issues
2. **Engage** the community and give residents a voice
3. **Study** issues in detail that Council lacks time for
4. **Make** recommendations to inform Council decisions
5. **Meet** legislative requirements (e.g., accessibility)
6. **Build** collaboration

In short, advisory committees help Councils make better-informed, community-based decisions.

# Advisory Committee Limits:

Advisory only.

Do not make decisions – Council retains all decision-making authority (unless a mandated, legislative committee – e.g., Committee of Adjustment).

Do not direct staff or operations – Day to day operational management is the responsibility of municipal staff.

Must follow their mandate – Their work is limited to the ToFR or by-law approved by Council.

Cannot replace Council accountability – Council remains accountable to the community for final decisions

Operate within set resources – Committees rely on staff support and in some cases, Council approved budgets.

Advise, not decide. Add value by providing input and recommendations that help Council make well-informed, community focused choices.

# Session Objectives

To understand the purpose and scope of the ACR Work Plan

Align with Council's expectations and priorities

Identify key issues with current advisory committees

Define what success looks like moving forward

Confirm next steps and timeline for the review

Questions, clarification, feedback and insights

# Purpose of Review

## First full review since 1970

- Ensure committees are structured effectively
- Resourced appropriately
- Aligned with Council's strategic priorities
- Transparent and accountable

# Scope of Review

All Council appointed committees

Mandatory  
Permissive  
Discretionary

**Goal:** Determine relevance, efficiency, effectiveness.



# Review Process



# Data Collection & Inventory –

## Mandate & Terms of Reference

Membership &  
appointments

Meeting  
frequency &  
attendance

Reporting to  
Council

Accomplishments  
(past 3 years)

Resources &  
budgets

Transparency &  
compliance

# Environmental Scan



1. Compare with other municipalities
  - Identify best practices
2. Review governance models
3. Assess efficiency, diversity & impact

# Stakeholder Engagement

01

Staff liaisons: questionnaire  
& interviews

02

Committee Chairs:  
survey/interviews

03

Council & CLT: feedback on  
usefulness

# Evaluation & Assessment – Development of Assessment Tools



Effectiveness Scoring Matrix



Self-Evaluation Tool



Criteria – Strategic alignment, legislative requirements, output/impact, public engagement, use of resources, governance, diversity & compliance

# Categorization –

Committees grouped as:

Continue as-is

Revise or  
refocus

Merge with  
another  
committee

Dissolve

# Summary Report and Recommendations

Findings for each committee – Options for reform or improvement

Possible recommendations:

1. Reaffirm, consolidate or dissolve
2. Revise mandates & ToR
3. Standardize recruitment & procedures
4. Introduce training & evaluation tools

# Current Council Review & Decision

Staff report & presentation to Council

Facilitate discussion &

Amend by-laws, policies &  
procedures



# Implementation & Communication

Update ToR,  
website &  
handbook

Recruitment  
following 2026  
election

Communication to  
staff & members

Transition plans for  
merged/dissolved  
committees

# Evaluation Framework



Ongoing  
monitoring

Effectiveness Tool  
(for future  
comprehensive  
reviews)

Self-Evaluation  
Tool (Year 3)

Annual reports &  
KPI's

# Recordkeeping

01

Compliance with Records & Information Policy

02

Alignment with retention schedule

03

Clear documentation for accountability (minutes included on Council agenda be received and accepted)

# Timeline

01

Phase 1 (2025): Research & data collection

02

Phase 2 (2025): Analysis & recommendations

03

Phase 3 (2026):  
Implementation, training and recruitment

# Current & Next Steps

1. Data Collection (July-October)
2. Draft Report (November 2025)
3. Council Report & Recommendations (December 2025)
4. Implementation (Q1 2026)

# Closing

- Council will receive evidence-based recommendations for consideration to improve governance, transparency and community impact.
- Outcome of the review will foster modernization, and stronger, effective advisory committees with clear mandates, measurable outcomes and alignment with Council's vision.
- Further questions, clarification, feedback and insights.



Thank You!

CITY OF WELLAND

ADVISORY COMMITTEES UNDER REVIEW - 2025

(With Citizen Membership)

Prepared by C. Schofield

As of September 3, 2025

COMMITTEE	STATUS ✓ = Active X = Not	CONTACT	STAFF LIAISON
MANDATORY COMMITTEES (Required by Legislation or Municipal By-law)			
Accessibility Advisory Committee <i>(Accessibility For Ontarians With Disabilities Act, 2005 – S.29(1))</i>	✓	Emily Clulow	Grant Munday
Business Licensing Appeal Tribunal <i>(Business Licensing By-law No. 2011-173, as amended, S.31)</i>	X		James Cronshaw
Court of Revision <i>(Quasi-Judicial – Drainage Act, S.97)</i>	✓	Tara Stephens	Tara Stephens
Dog Control Appeal Committee <i>(Dog Control &amp; Licensing By-law #2007-199, S. 14)</i>	✓	Christine Rossetto	James Cronshaw
Property Standards Committee <i>(Quasi-Judicial – Building Code Act S.15.6(1))</i>	✓	Christine Rossetto	James Cronshaw
Welland Public Library Board <i>(Governed by Libraries Act)</i>	✓	Julianne Brunet, CEO	n/a
PERMISSIVE COMMITTEES (By Legislation)			
Committee of Adjustment <i>(Quasi-Judicial – Planning Act S.44(1) &amp; S.54(2))</i>	✓	Christine Rossetto	Christine Rossetto
Committee of Revision <i>(Quasi-Judicial – Municipal Act, 2001, O. Reg. 586/06 S.15.6(1) re: Local Improvements)</i>	✓	Tara Stephens	Tara Stephens
City of Welland Heritage Advisory Committee <i>(Heritage Act – S.28(1))</i>	✓	Heritage Advisory Committee	Gregory Lipinski
DISCRETIONARY COMMITTEES			
Active Transportation Advisory Committee	✓	Justin Beaulieu	Laura Chatterton
Affordable Housing Advisory Committee	✓	Grant Munday	Nick Aiello
Arts & Culture Advisory Committee	✓	Sylvia Marotta	Tori Royer
Green Advisory Committee	✓	Nick Aiello	Nick Aiello
LGBTQ2+ Advisory Committee	✓	Tara Stephens	Tara Stephens
Market Square Advisory Committee	X		Tori Royer
Mayor’s Youth Advisory Council <i>(last Minutes 2019)</i>	X		Tori Royer
Senior Citizens Advisory Committee	X	Fraser Mowat	Kim Leney
Town and Gown Committee	✓	Tara Stephens	Tara Stephens
Welland Waterway Advisory Committee	X	Patti Mastroianni	Erin Carl
Welland Arenas Advisory Committee	✓	Patti Mastroianni	Amanda Degazio
Welland Community Centre Advisory Committee	X	Amanda Degazio	Amanda Degazio
Welland Hospital Taskforce	✓	Tara Stephens	Tara Stephens



**ADDITIONAL COMMITTEES LISTED IN CLERK’S DIRECTORY**  
**- INACTIVE & TO BE DISSOLVED OR NOT MUNICIPAL**

<b>150<sup>th</sup> Anniversary Committee (Ad Hoc) – Event was in 2008</b>
<b>Arena Feasibility Study Steering Committee</b> Note in File: Spoke with Linda Chappelle on October 25, 2011, and AFSSC is still <b>in limbo; it has not disbanded</b> . Linda stated that although AI is now under Engineering, she will still be my committee contact for this committee because the committee falls under the umbrella of Bill Fenwick with AI involved as the Facilities Manager. Term of citizen appointments were extended at the December 7, 2010, meeting of Council until such time that the members are re-appointed or their successors are appointed. I have mentioned to CM that re-appointment of the members has not taken place. If the committee becomes active again, it should be mentioned to CM again.
<b>Canada’s 150<sup>th</sup> in Welland Committee (Ad Hoc) - Members appointed for period ending Jan. 2018</b>
<b>City of Welland Conservation Committee – was this replaced by the Green Advisory Committee?</b>
<b>Council Agenda Review Process Committee (Ad Hoc) – Council</b>
<b>Eastdale Partnership Committee Liaison – ONLY NOTE IN FILE:</b> Spoke with school Secretary Joanne Mammoliti on December 11, 2014 and she wasn’t aware of the partnership between Eastdale School and the City of Welland. I forwarded to her the documents that I have on file as well as the names of the two Council Reps.
<b>Facility Management Review Team (Multi-Sports Complex) - file only has info back to 2014</b>  <b><u>Purpose:</u></b> Formed as a requirement of the Management and Operating Agreement to review and facilitate compliance of the Facility’s operations and maintenance with the terms of the Agreement and the proforma. The Management and Operating Agreement is between the City of Welland and Nustadia Recreation Inc. to manage and operate the facility in co-operation and partnership with the Welland Soccer Club and the Welland Indoor Tennis Club. Nustadia has negotiated, in principal, a reciprocal agreement with Jean Vanier School. The Facility Management Review Team will report to Welland City Council to keep Council informed as to the performance of the facility.
<b>Governance Review Committee (Ad Hoc) – Council - Last minutes 2013</b>
<b>Health Care Committee – Council – Last Minutes appear to be 2015 with the suggestion of a new Advisory Committee. Was this Committee replaced with the Welland Hospital Taskforce?</b>
<b>Human Performance Centre Technical Committee (Ad Hoc)</b>  Once the 2015 Toronto Pan Am/Parapan American Games Committee (the “Games Committee”) has confirmed the final amount to be allocated to the City for the development of the Human Performance Centre (the “HPC”) a Technical Committee (the “TC”) will be appointed by City Council. The committee will have the responsibility to build, plan, and develop the HPC within the budget and standard of the Games and within the approved limit as set by the City.
<b>Open Door Concepts Welland Inc. – not a City Corp. It’s a local not-for-profit</b>
<b>Rose City Seniors Activity Centre Feasibility Study Steering Committee (Ad Hoc) – Last Minutes 2010</b>
<b>School Closure Committee (Ad Hoc) - Disbanded per Christine Mintoﬀ, this ad hoc committee held two meetings, one in March of 2010 and one in March of 2011. Although we have both agendas, minutes have never been completed.</b>
<b>Sports Tourism Alliance Committee – Note from 2012 - Sports Tourism Alliance Committee is a partnership with Venture Niagara Program – it is on the Mayor’s Calendar because he is part of the Sport Tourism Alliance Committee</b> <ul style="list-style-type: none"><li>• Bill’s Committee (do not post per Craig; do not keep tabs on per Christine)</li></ul> As opposed to: Sports Tourism Committee – staff liaison is Sarah (WCWC) – they have been in existence since 1990 with regular meetings and an established Terms of Reference. Council didn’t put the committee in place nor do they appoint the members. They do receive City money and therefore Sarah wondered why they do not have a Council Representative. I spoke with Christine and she said that many organizations receive City money but do not have a Council Representative and I am not required to keep tabs on this committee. (NOTE: I DO NOT KNOW WHO WROTE THESE NOTES)
<b>Sports Tourism Committee - same</b>
<b>STEP-Niagara - Corporation</b>
<b>Tourism Advisory Committee – Last Minutes 2009</b>
<b>Transit Advisory Committee – Last Minutes 2011</b>
<b>Water and Wastewater Committee (Ad Hoc) – Last Minutes 2016</b>
<b>Welland Development Commission</b>
<b>Welland Recreational Canal Corporation</b>

# **City of Welland - Comprehensive Review of Municipal Advisory Committees**

## **Council Handout – Summary of Presentation**

### **September 9, 2025, Council-Staff Workshop Meeting**

#### **Purpose of Review**

- First full review since 1970
- Ensure committees are structured effectively, resourced appropriately, aligned with Council priorities, and transparent

#### **Scope**

- All Council-appointed committees – mandatory, permissive, discretionary
- Goal: determine continued relevance, efficiency, and effectiveness

#### **Review Process (Steps 1–11)**

- Data collection & inventory
- Environmental scan
- Stakeholder engagement
- Evaluation & assessment
- Categorization
- Recommendations & report
- Council decision
- Implementation & communication
- Ongoing evaluation & recordkeeping

#### **Evaluation Criteria**

- Alignment with Council's Strategic Plan
- Legislative requirements
- Outputs & impact

- Public engagement
- Use of resources
- Governance, diversity & compliance

### **Committee Categories**

- Continue as-is
- Revise or refocus
- Merge
- Dissolve

### **Timeline**

- Phase 1 (2025): Research & data collection
- Phase 2 (2025): Analysis & recommendations
- Phase 3 (2026): Implementation & recruitment

### **Next Steps**

- Complete data collection – October 2025
- Draft report – November 2025
- Council report and recommendations – December 2025
- Implementation – Q1 2026

This review will ensure advisory committees remain effective, relevant, and aligned with Council's priorities and legislative responsibilities.

The outcome of the review will provide for modernization, and stronger, more effective advisory committees with clear mandates, measurable outcomes and alignment with Council's vision.

Prepared by: CJKett,

August 27, 2025

# Work Plan Outline: Comprehensive Review of Municipal Advisory Committees for the City of Welland

## Background:

It appears this is the first comprehensive review of advisory committees undertaken by the City (since 1970).

## Step 1: Purpose of the Review

- **Scope:** To conduct a comprehensive review of all Council-appointed advisory committees, including mandatory, permissive and discretionary.
- **Objective:** To determine whether each advisory committee is structured, resourced, and functioning effectively and transparently.
  - Determine whether each advisory committee remains relevant, efficient, and aligned with Council's strategic priorities and legislative responsibilities.

## Step 2: Data Collection and Inventory

**Status:** Data collection underway with competing priorities.

**Estimated Timeline to Complete:** Early October 2025

### Objectives:

- Understand the current advisory committee landscape.
- Collect input and historical context.

### Key Actions:

- Compile an inventory of existing advisory committees, including:
  - Mandate and terms of reference (ToR).
  - Membership composition (citizen appointees and Council appointees).
  - Selection process.
  - Filling of vacancies.
  - Frequency of meetings and attendance records.
  - Reporting structures.
  - Recent minutes and reports to Council– past 3 years?
  - Transparency – City website, code of conduct, declaration of municipal conflict of interest, where applicable.
  - Budget and/or staff resource requirements.
  - Outcomes/Accomplishments over past 3 years per review of minutes.
  - Review of Council policies and procedures governing committees.
  - Collect relevant documents (by-laws/resolutions establishing committees and framework, staff reports, procedural by-law or governance rules).

### Step 3: Environmental Scan

**Estimated Timeline to Complete:** End of September 2025

#### Objectives:

- Benchmark against best practices and similar municipalities including Area Municipalities.

#### Key Actions:

- Review how comparable municipalities structure and manage advisory committees.
- Identify governance models (standing vs. ad hoc, citizen-led vs. Council-led).
- Analyze committee efficiency, diversity and impact.

### Step 4: Stakeholder Engagement

**Status :** (1) Staff liaison questionnaire sent out. Returns due August 21, 2025.  
(2) Council-Staff Workshop Meeting Presentation – September 9, 2025.  
(3) Notice of Review sent to Advisory Committee Chairs via staff liaisons – September 2, 2025.  
(4) CLT – Pending compilation of information from Steps 1-4 above.

**Estimated Timeline to Complete:** Mid-October 2025

#### Objectives:

- Collect input from those directly or indirectly involved.

#### Key Actions:

- **Staff Liaisons:** Circulate questionnaire to collect relevant information and perspectives. Conduct follow-up interviews.
- **Committee Chairs:** Surveys or interviews or both to assess their perspective on the value and effectiveness of the committee.
- **Council and CLT:** Input on how useful the committee's work has been to decision-making.
- **Public (optional):** If appropriate, survey residents if the committee has been visible, relevant or impactful using the City's Community Engagement Portal.

## **Step 5: Evaluation and Assessment**

**Estimated Timeline to Complete: Mid-November 2025**

### **Objectives:**

- Evaluate and assess advisory committees with structured criteria to be used for this review and any future reviews.

### **Key Actions:**

- Create an Advisory Committee Effectiveness Tool with a weighted scoring matrix to provide a structured, evidence-based method to assess the relevance, performance, and value of each advisory committee.
- Create an Advisory Committee Self-Evaluation Assessment Tool to be completed by the committee members in the third (3<sup>rd</sup>) year of the term.

### **Key Areas to Analyze:**

- Committee Profile.
- Alignment with Council's Strategic Plan.
  - Does the committee support Council's current strategic goals?
- Legislative Requirements.
  - Is the committee mandated by provincial legislation?
- Activity Level.
  - How frequently does it meet? Are quorum and attendance regular?
- Output/Impact.
  - Has it produced valuable recommendations or outcomes?
- Public Engagement.
  - Does it facilitate meaningful community involvement?
- Staff & Financial Resources.
  - Is the committee a good use of municipal resources?
- Governance and reporting clarity.
- Committee member recruitment, retention and diversity.
- Redundancy or overlap between committees.
- Compliance with Ontarians with Disabilities Act, Municipal Act and Municipal Conflict of Interest Act requirements.

## **Step 6: Analyze and Categorize**

**Estimated timeline to complete: Mid-November 2025**

### **Objectives:**

- Assess committee structure, effectiveness, relevance and gaps.

### **Key Actions:**

- Group committees into categories based on the evaluation outcomes:
  - **Continue as-is:** Relevant and effective.
  - **Revise or Refocus:** Needs changes in mandate, structure, or operation.
  - **Merge with Another Committee:** Redundant or overlapping purposes.
  - **Dissolve:** No longer needed or inactive.

## **Step 7: Summary Report and Recommendations**

**Estimated Timeline to Complete: Mid-November 2025**

### **Objectives:**

- Develop options and recommendations for reform or improvement.

### **Include:**

- Purpose, scope and process of the review.
- Findings for each committee.
- Recommendations (with rationale).
- Implications (e.g. legislative compliance, resource impact).

### **Possible Recommendations:**

- Reaffirm, consolidate, or dissolve specific committees.
- Revise mandates and terms of reference.
- Align committee terms with the term of Council.
- Standardize recruitment, appointment and filling of vacancies process.
- Clarify reporting mechanisms to Council.
- Institute standardized administrative practices for committees including agendas, minutes, budget submission form and timeline, short-form rules of procedure, effective meeting management practices.
- Address retention measures.
- Institute training of all committee members at the commencement of the term to ensure knowledge, awareness, effective meeting management and expectations.
- Introduce self-evaluation metrics for performance undertaken by the committee once during the term of appointment (3<sup>rd</sup> year of the term of Council).

### **Deliverables:**

- Draft report with analysis and recommendations.
- Include appendices with updated terms of reference for each committee, Advisory Committee Effectiveness Assessment Tool, Advisory Committee Self-Evaluation Assessment Tool.

- Determine whether establishment/re-establishment and updated terms of reference for each committee will be approved by by-law or through the Council report recommendations.
- Draft report should be presented to CLT prior to submission to Council for insights and feedback.

## **Step 8: Council Review and Decision-Making**

**Estimated Timeline to Complete: Mid-December 2025**

### **Objectives:**

- Present the findings for Council's review and approval.

### **Key Actions:**

- Prepare staff report and presentation for Council.
- Facilitate discussion and decision-making.
- Amend applicable by-laws, policies, procedures, and handbooks as required.

## **Step 9: Implementation and Communication**

**Estimated Timeline to Complete: March 2026**

### **Objectives:**

- Roll out approved changes and inform stakeholders.

### **Key Actions:**

- Update ToR's, website and onboarding materials.
- Launch new recruitment process following 2026 municipal election.
- Inform staff and committee members of changes.
- Create a communications plan (internal/external).
- Implement transition plans (if merging or dissolving committees).
- Develop forms and procedures, update handbook, etc. per Step 12, Phase 3.

## **Step 10: Evaluation Framework**

**Estimated Timeline to Complete: Mid-November 2025**

### **Objectives:**

- Establish tools to assess committee performance in the future.



- Utilize the Advisory Committee Effectiveness Assessment Tool developed under Step 5 for future reviews.
- Utilize the Advisory Committee Self-Evaluation Assessment Tool during the third (3<sup>rd</sup>) year of the term.
- Develop an annual review template/reporting structure.
- Consider requiring an annual/term goals and work plan.
- Include KPI's (i.e. meeting attendance, goal achievement, work plan completion).

## Step 11: Recordkeeping

### Objectives:

- To ensure compliance with the City's recordkeeping practices and policies.

### Key Actions:

- Refer to the City's Records and Information (RIM) Policy, the Records Classification and Retention Schedule and other related policies, procedures, practices and guidelines.

## Step 12: Phases and Timing

- The review is being conducted in phases:
  - **Phase 1:** Research and data collection. (Completed by end of September 2025).
  - **Phase 2:** Analysis and recommendations. (Draft report and recommendations for review by CAO and TS, or CLT?? by end of October 2025, including terms of reference. Report to Council November/December 2025.
  - **Phase 3 (2026):** Preparation of procedures and implementation — recruitment and retention, selection, appointment, and training of appointees and staff, filling of vacancies, meeting management, short form of rules of procedure, budget process, Handbook update, etc. (end of Q1 2026).
  - **Timelines are best case.**

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Prepared by: CJKett and Carol Schofield

August 12, 2025; Updated: September 3, 2025

# Affordable Housing Progress

City of Welland

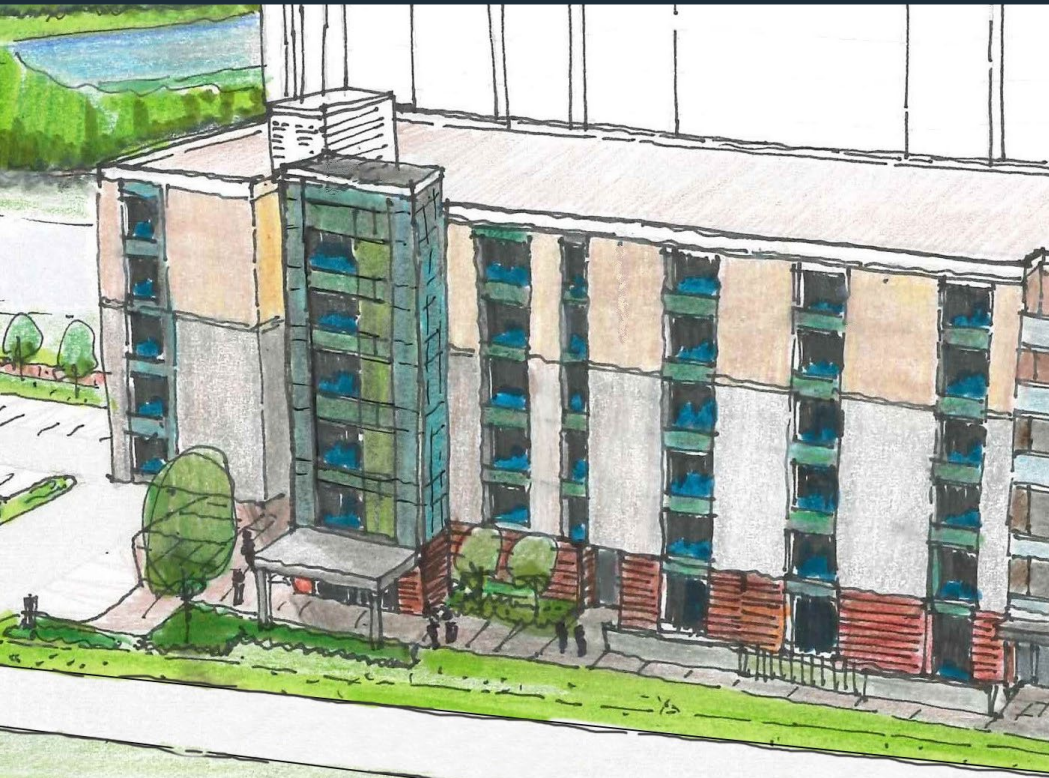
# AGENDA

1. Affordable Housing Incentives
2. Affordable Housing Advisory Committee
3. Affordable Housing Progress
4. Affordable Housing Action webpage
5. Questions






# Incentives for Affordable Housing



- Development Charge Exemptions
- Affordable Rental Housing Community Improvement Plan (CIP)
  - Special Lands Program (SLP)
  - Affordable Housing Reserve Fund (AHRF)

A photograph of a park with people sitting on a bench and walking on a path.

# Development Charge Exemptions

## Development Charge Act

- Full exemption of up to two Accessory Dwelling Units
- The province has legislated that development charges (DCs) for affordable housing be exempted based on price levels (ownership and rental).
- To be eligible for this exemption, an applicant must at building permit issuance:
  - Meet the provincially prescribed affordability thresholds for rental / ownership based on the city where a building permit is being obtained.
  - Intend to sell or rent at arms length
  - Enter into an agreement with the City that the unit(s) will remain affordable for 25 years. This agreement must be registered on title.

## Welland Development Charge By-law Exemptions

- Non-profit Housing Development under the Not-for-Profit Corporations Act, 2010, Canada Not-for-profit Corporations Act, Co-operative Corporations Act
- Charitable Institutions ( DC By-law)
- Housing on Brownfields and in the Downtown and Health and Wellness Community Improvement Plan area

## Savings

# Welland Affordable Rental Housing CIP

- *Adopted on July 18, 2023*

**Extended Benefits Grant (EBG)** - To encourage the creation of deeply affordable rental housing, eligible projects may receive the Extended Benefit Grant. The EBG program aims to support the provision of rents as deeply as 20% of AMR through to 60% of AMR unless otherwise defined in the program guide.

The grant will provide:

- A maximum \$6,000.00 per affordable rental unit per year
- for up to 10 units per property
- for a period of five (5) years

**Tax Increment Grant (TIG)** - Offers a percentage rebate (60% to 80%) on the annual municipal property taxes (City portion only) derived from the increased assessment value generated by an eligible affordable rental housing project.

**Affordable Housing Study Grant (AHG)** - A grant equal to 50% of the cost of studies or plans up to a maximum of \$7,500 undertaken to establish one or more of the following:

- the feasibility of including at least 30% affordable rental housing units within a new development on a vacant or under-utilized property, or rehabilitation/retrofit of an existing building; or,
- the feasibility of incorporating building materials or systems that reduce life cycle costs

**Affordable Residential Forgivable Loan (ARFL)** - The forgivable loan may cover up to 70% of eligible project costs incurred up to a maximum:

- loan of \$20,000 per affordable dwelling unit;
- of two (2) affordable dwelling units per property; and,
- total loan of \$35,000.00 per property

10 Year Loan Forgiveness Period (10% of the Loan forgiven each year)

**Municipal Fees Grant (MFG)** - A grant of up to 100% of fees paid for required planning and building applications may be provided. The grant may apply to most fees related to eligible development, including, but not limited to:

- Official Plan Amendments
- Zoning By-law Amendments
- Consents
- Minor Variances
- Site Plan Control
- Building and Demolition Permits

City of Welland

Affordable Rental Housing  
Community Improvement Plan

JULY 2023

Prepared by  
**TWC**  
tim welch  
consulting inc

**NPG**  
PLANNING  
SOLUTIONS

26 Colborne Street  
Cambridge, Ontario N1R 1R2  
Office: 519.624.9271  
Toll Free: 1.866.624.9271

4999 Victoria Avenue  
Niagara Falls, Ontario L2E 4C9  
Office: 905.321.6743

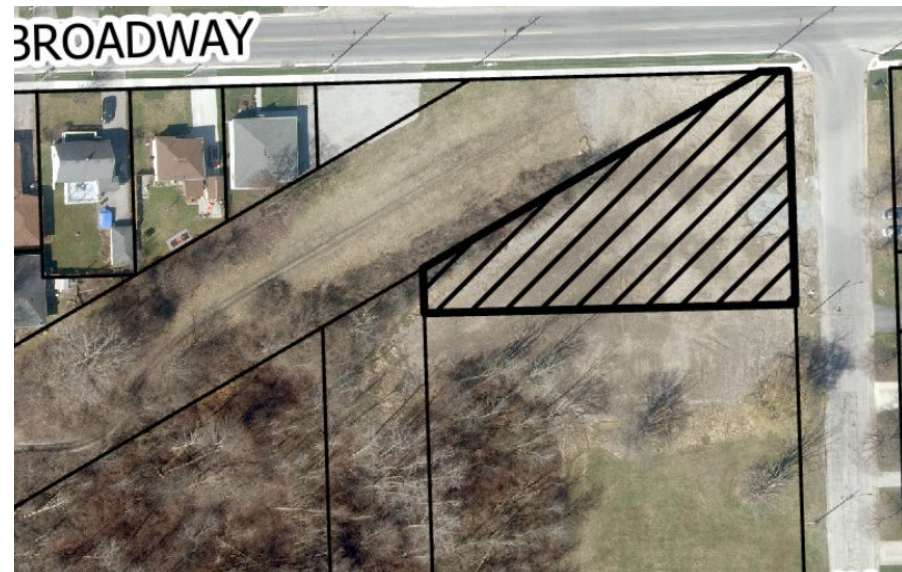
# Welland Affordable Rental Housing CIP (con't)

**Special Land Program (SLP)** - Surplus City owned lands available for **purchase or lease** for affordable development. Non-profit and for profit developers looking to produce affordable housing on a surplus City owned land may be eligible to receive **a low cost long term lease** on that land subject to Council approval.

\* Council Approval Required

**Affordable Housing Reserve Fund (AHRF)** - An annual reserve fund to assist affordable housing projects that require funding which is beyond the funding made available under the City's Community Improvement Plans. City Council will have the authority to allocate funding from the Affordable Housing Reserve Fund, unless otherwise determined.

\* Council Approval Required





# Affordable Housing Advisory Committee

**First Meeting:** September 2022

**Composition:** 7 Members, 2 Council Representatives

## Purpose of the Committee

The Affordable Housing Advisory Committee shall identify and **advise** on affordable housing matters including conducting research and providing advise to Council regarding **affordable housing policies, proposals**, and affordable housing matters that are from time to time referred to the committee by Council.



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## Affordable Housing Advisory Committee

Date last revised: August 29, 2024

Short name: AHAC

**Purpose:** Identifying affordable housing matters, conducting research, and advising City Council on affordable housing policies, proposals, and matters referred to the committee by Council.

### Meeting information

**Meeting schedule:** Third Thursday of each month

**Meeting time:** 3 p.m.

**Meeting location:** Virtual – Zoom Platform

**Chair:** Paul Turner

**Staff liaison:** Nicolas Aiello

**Committee contact:** Grant Munday

### Members:

- Councillor Adam Moote (term January 31, 2023 to November 14, 2026)
- Paul Turner (task force)
- Anthony Gatti (task force)
- Susan Milsud
- Sherry Visser-Fleming
- Leslie Bellingham
- Stacey Baker
- Tiffany Monk

The following members, unless otherwise indicated, are appointed until November 14, 2026.

### Sub-committees:

- TBD

### Mandate/terms of reference

[Affordable Housing Advisory Committee](#)

[Terms of Reference](#)

### Application forms

[Application form](#)

[Application form \(fillable\)](#)

[Online application form](#)



# Welland Affordable Housing Development Progress

- 7 Affordable Home Ownership Units
- 50 Emergency Shelter Units
- 125 Deeply Affordable Rental Units
- 9 Affordable Rental Units
- **191 units total since 2022**
- **\$1,328,752.54** allocated in CIP Incentives
- Land Contributions/Long Term Leases
- Servicing Contributions

Municipal Address	Units	Type	Program/Project Type	Total Grant Amount	Grant/Loan Duration	Date of Approval
109-111 Division St	3	Affordable	Forgivable Loan	\$ 35,000.00	Forgiven over 10 Years	2023-10-19
	3	Deeply Affordable	Extended Benefits Grant	\$ 44,280.00	Dispersed over 5 years	
91 Lyons Avenue	2	Affordable	Forgivable Loan	\$ 35,000.00	Forgiven over 10 Years	2024-08-07
662 Deere Street	3	Deeply Affordable	Affordable Housing Study Grant	\$ 7,500.00	One time grant	2024-04-09*
			Forgivable Loan	\$ 35,000.00	Forgiven over 10 Years	
			Extended Benefits Grant	\$ 61,000.00	Dispersed over 5 years	
			Planning & Building Fees Grant	\$ 3,300.00	One time grant	
			Affordable Housing Reserve Fund	\$ 10,000.00	One time grant	
414 River Road	17	Deeply Affordable	Special Lands Program	N/A	Long Term Lease	2025-01-03
			Forgivable Loan	\$ 35,000.00	Forgiven over 10 Years	
			Affordable Housing Tax Increment Grant	\$ 402,752.54	Dispersed over 10 years	
	4	Affordable	Extended Benefits Grant	\$ 115,920.00	Dispersed over 5 years	2025-01-03
			Planning & Building Fees Grant	\$ 25,000.00	(Approx) One time grant	
8 Kilgour Avenue	24	Deeply Affordable	Affordable Housing Study Grant	\$ 7,500.00	One time grant	2025-02-04*
			Forgivable Loan	\$ 35,000.00	Forgiven over 10 Years	
			Extended Benefits Grant	\$ 300,000.00	Dispersed over 5 years	
			Planning & Building Fees Grant	\$ 25,000.00	One time grant	
			Affordable Housing Reserve Fund	\$ 144,000.00	One time grant	
			Special Lands Program	N/A	Long Term Lease	
184 Denistoun Avenue	78	Deeply Affordable	CIP Programs TBD	TBD	TBD	2025-02-18*
			Special Lands Program	N/A	Land Donation	
54 and 68 Plymouth Road (Formerly First Street Lot)	6	Affordable Home Ownership	6 Services to the lot line	N/A	N/A	2020
Lot 172 of Plan NP951 - Lincoln Street	1	Affordable Home Ownership	Service to the lot line	N/A	N/A	2025-06-17*
			Special Lands Program	N/A	Land Donation	
851 Ontario Road	50	Emergency Shelter Units	Special Lands Program	N/A	Land Lease	2024-08-13*
<b>TOTAL</b>	<b>191</b>			<b>\$ 1,328,752.54</b>		

\* Endorsed by Council on marked date

# Recent Projects:

## 662 Deere Street



**Endorsed by Affordable Housing Committee:** March 7, 2024

**Endorsed by Council:** April 9, 2024

**Developer:** The Hope Centre: Community Resources In Advocacy

**Land Tenure:** Long Term Lease

**Units:** 3 Two-Bedroom Deeply Affordable Rental Units

**Rent:** \$700.00 per Unit (50% of Average Market Rent)

**Status:** Building Permit

### City Incentives:

Affordable Housing Study Grant	\$ 7,500.00	One time grant
		Forgiven over 10
Forgivable Loan	\$ 35,000.00	Years
		Dispersed over 5
Extended Benefits Grant	\$ 61,000.00	years
Planning & Building Fees Grant	\$ 3,300.00	One time grant
Affordable Housing Reserve Fund	\$ 10,000.00	One time grant
Special Lands Program	N/A	Long Term Lease

# Recent Projects:

## 8 Kilgour Avenue



**Endorsed by Affordable Housing Committee:** January 9, 2025

**Endorsed by Council:** February 5, 2025

**Developer:** Mainstream-Gateway

**Land Tenure:** Long Term Lease

**Units:** 24 One-Bedroom Deeply Affordable Rental Units

**Rent:** \$550.00 per Unit (58% of Average Market Rent)

**Status:** Site Plan Application Preparation

### City Incentives:

Affordable Housing Study Grant	\$ 7,500.00	One time grant
Forgivable Loan	\$ 35,000.00	Forgiven over 10 Years
Extended Benefits Grant	\$ 300,000.00	Dispersed over 5 years
Planning & Building Fees Grant	\$ 25,000.00	One time grant
Affordable Housing Reserve Fund	\$ 144,000.00	One time grant
Special Lands Program	N/A	Long Term Lease

# Recent Projects:

## 184 Denistoun Street

**Endorsed by Affordable Housing Committee:** November 7, 2024

**Endorsed by Council:** February 18, 2025

**Developer:** Niagara Regional Housing

**Land Tenure:** Land Donation

**Units:** 5 Bachelor, 41 One-Bedroom, 26 two-bedroom, and 6 three bedroom (78 Units Total) – All Deeply Affordable Rental Units

**Rent:** \$456.00 to \$731.00 per Unit

**Status:** Conveyance to Niagara Regional Housing

### City Incentives:

Affordable CIP Programs	TBD	TBD
Brownfield CIP	\$10,000.00	One Time Grant
Special Lands Program	N/A	Land Donation



# Affordable Housing Action – webpage

<https://www.welland.ca/Services/AffordableHousingAction.asp>



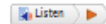
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## Affordable Housing Action

The City of Welland is a growing community that is experiencing increased demand and costs for housing of all types. A key need is to address affordable housing. The City has been looking at opportunities and new tools to improve social and economic outcomes through helping support the creation of affordable rental housing.

### Affordable Housing Progress

186 Affordable Housing Units Approved By The City

- 50 – Emergency Shelter Beds – 851 Ontario Road (Niagara Region Housing & The Hope Centre)
- 3 – Deeply Affordable Units – 662 Deere Street (The Hope Centre)
- 24 – Deeply Affordable Units – 8 Kilgour Avenue (Mainstream Gateway)
- 78 – Deeply Affordable Units – 184 Denistoun Avenue (Niagara Regional Housing)
- 21 – Deeply Affordable (17) and Affordable Units (4) – 414 River Road (Southridge Community Church)
- 4 – Affordable Units – 91 Lyons Avenue and 109-111 Division Street (Private Landowners)

### Welland's Top Actions Taken to Create Affordable Housing

The City of Welland had undertaken a multi-pronged approach to create more affordable housing as there is no one action that can solve this problem. The top actions Welland is taking are listed and described below:

[Ontario Housing Target & Pledge](#) +

[Affordable Housing Committee of Council](#) +

[Affordable Rental Housing Community Improvement Plan](#) +

[Affordable Housing Reserve Fund \(AHRF\)](#) +

[Offering City owned lands for Affordable Housing \(Special Land Program\)](#) +

[Modern Official Plan and Zoning By-law](#) +

[Development Charge By-law Exemptions](#) +

[Encampment Task Force](#) +

[Welland Homelessness Working Group](#) +

[Creating Partnerships and Collaboration](#) +

[Free, Fast, Up Front Customer Service](#) +

[Proactive Economic Development](#) +

[Community Services Investments](#) +

[Infrastructure Investments](#) +



### Resources

- [CMHC Funding Opportunities](#)
- [Canada's Housing Plan: Programs and Initiatives](#)
- [Housing, Infrastructure and Communities Canada - Canada's National Housing Strategy: Funding programs](#)
- [Housing in Ontario | ontario.ca](#)
- [Building more homes | ontario.ca](#)
- [Affordable Housing - Niagara Region, Ontario](#)
- [Niagara Region Housing](#)

### Summary of Progress

186 Affordable Housing Units Approved By The City

This includes:

- 50 – Emergency Shelter Beds
- 122 – Deeply Affordable Units
- 8 – Affordable Units

### For Welland

[Employee ID Verification](#)

[Fire & Emergency Services](#) +

[Parking](#) +

[Permits & Licences](#) +

[Property Information](#) +

[Roads](#) +

[Services](#) +

[Winter Tips](#)

### Contact

- [Planning Division](#)
- [Civic Square, 60 East Main St., Welland, ON L3B 3X4](#)
- 905-735-1700 x2251 or x2257
- 905-735-8772
- [deyserv@welland.ca](mailto:deyserv@welland.ca)
- [Planning Public Meetings](#)



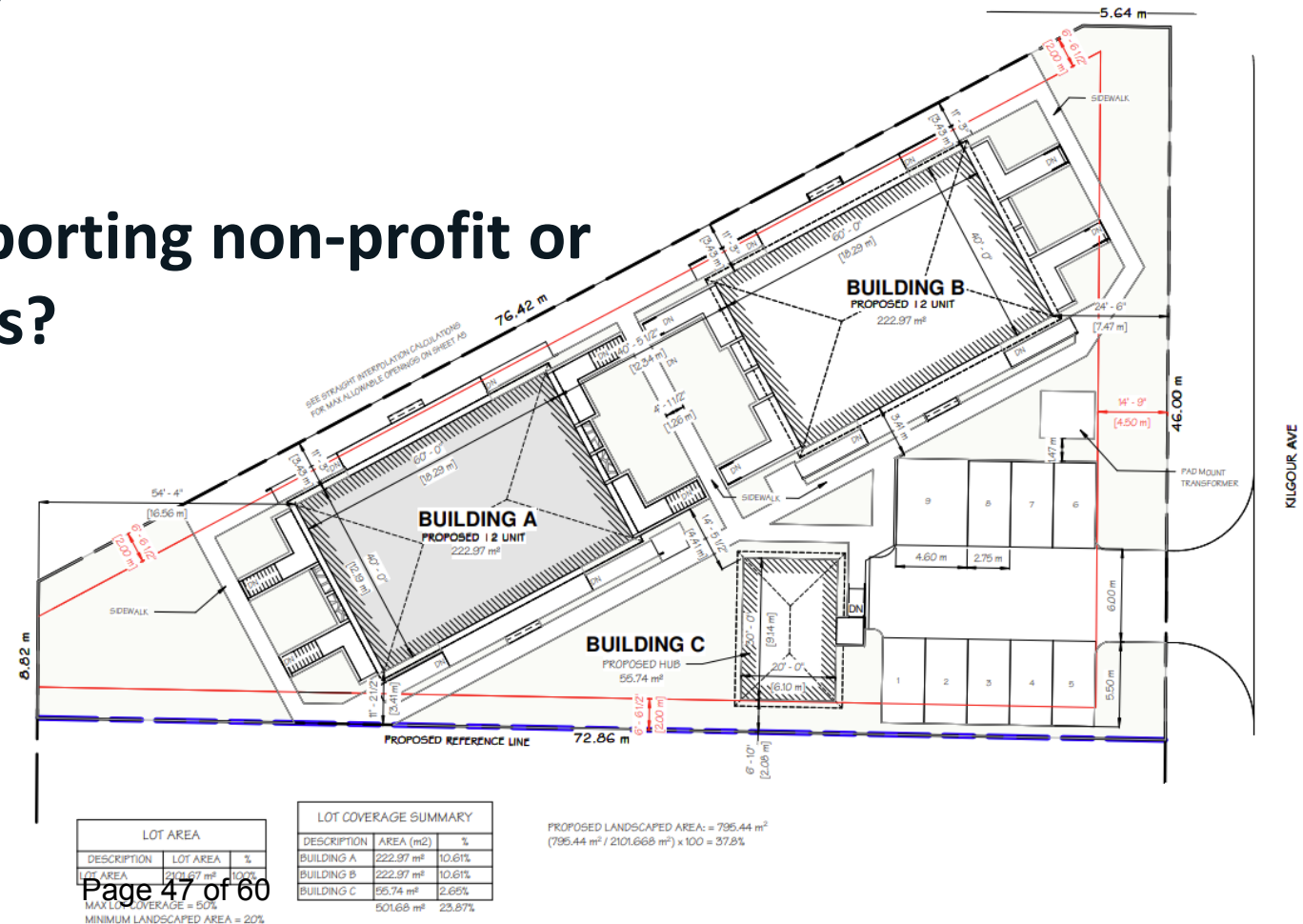
# Questions for Council

**How would you describe the City's current approach to affordable housing?**



# Questions for Council

How do you see our role in supporting non-profit or private sector housing initiatives?



# Questions for Council

**Are there areas where you'd like to see more focus from Staff?**





# Questions for Staff?

# Reserve Policy Approach

Council – Staff Workshop



# Workshop Purpose

Share information with Council on the components and considerations for a reserve policy

Outline a draft workplan staff will work towards in developing a comprehensive Reserve Policy for the City

Solicit preliminary feedback from Council

# Reserve Policy operates in alignment with

01

**Asset Management  
Plans**

02

**Debt Strategy**

03


**Investment  
Policy**

04

**Budget Control &  
Reporting Guidelines**

~65-70% of our reserves are to support our long-term capital renewal program needs

Outside of grants, reserves and debt are the only other funding tools to support the capital renewal program



**A reserve policy supports prudent fiscal management of the City by ensuring resources are available when needed to promote affordability and long-term sustainability of City programs and assets**

The background of the slide features a vibrant blue color with a wavy, liquid-like texture. A dark blue, rounded rectangular shape is positioned on the left side, containing the title text.

# Guiding Principles

Supports stable taxation

Accountability

Transparency

Ease of Administration

Allow appropriate  
flexibility to manage  
business needs



# Reserve Categories & Targets

Category	Definition	Examples	Target
Stabilization/ Contingency	Supports unanticipated changes in operational requirements: <ul style="list-style-type: none"> <li>• One-time needs</li> <li>• Economic impacts to operations</li> <li>• Address deficits</li> <li>• Emergencies</li> </ul>	Operating Surplus	Usually a % of the gross operating budgeted expenditures supported
Capital	Support for capital assets replacement to avoid spikes in funding requirements of the capital budget and to reduce reliance on long- term borrowings	Infrastructure Renewal	Aligned with Asset Management Plan Requirements and Debt Strategy
Specific Purpose	Specific purpose is defined and is in place to support the fulfilment of known future liability or commitment made	Elections  Hospital	Each individually defined to meet a specific purpose objective and timeline
Restricted or Obligatory Reserve Funds (by legislation)	Required by legislation and limited to specific use	Development Charges  Planning Act	Usually defined by legislation

# Policy Sections

01

## Criteria for establishment or dissolution

Approved by Council and supported by By-law

Clear statement of purpose and category

Funding sources and funding targets

02

## Authorities

Who can authorize transfers to and from reserves

Often will include thresholds

03

## Responsibilities

Clearly outline responsibilities of Department Directors, Treasurer, CFO, CAO, Council

Clearly outline requirements of reserves held by separate boards



# Policy Sections (continued)

04

## Reporting

Outlines frequency of reporting to Council and Public.

Outlines what information is to be summarized in reports to Council (e.g. forecasted balances, summary of transactions, etc.)

05

## Interest allocation to reserves

Which reserves get interest allocated and at what rate(s)

Needs to strike a balance between current operating funding requirements and long-term goals

# Workplan

Step	Timing	Deliverable
1. Metrics – How we compare to other municipalities	December 2025	Information Report to General Committee
2. History & background on Each Existing Reserves	January 2026	
3. Reserve Rationalization - What reserves should we have. Considers consolidating reserves used for similar purposes or creating new reserves if needed	March 2026	Staff Recommendation Report on
4. Policy Recommendations	April 2026	Draft Policy to General Committee for comment
5. Final Policy & By-law Approval	May 2026	Final Policy Recommendations to Council

# Thank You!

Have any questions or feedback for us?

**CORPORATION OF THE CITY OF WELLAND**  
**SUMMARY OF RESERVE FUNDS AND DEFERRED REVENUE**  
as at December 31, 2024

\*\*\*\*\*FOR ILLUSTRATIVE PURPOSES we have grouped the existing reserves with balances at December 31, 2024 into the preliminary reserve categories. This is for discussion purposes only to help Council understand the reserves we currently hold and how they align with the preliminary categories\*\*\*\*\*

	Total Balance	Uncommitted Balance
<b>OPERATING SUSTAINABILITY/CONTINGENCY</b>		
406 SICK LEAVE	\$ 40,304	\$ 40,304
412 POOL MAINTENANCE	\$ 2,288	\$ 2,288
413 WORKERS SAFETY INSURANCE BOARD	\$ 691,785	\$ 691,785
425 PARKING	\$ 22,657	\$ 22,657
433 OPERATING SURPLUS	\$ 6,967,981	\$ 1,576,678
444 INSURANCE RESERVE	\$ 1,490,948	\$ 1,490,948
1403 TAX REDUCTION	\$ 786,929	\$ 786,929
<b>TOTAL OPERATING SUSTAINABILITY/CONTINGENCY</b>	<b>\$ 10,002,892</b>	<b>\$ 4,611,589</b>
<b>CAPITAL</b>		
403 FIRE DEPARTMENT	\$ 8,337	\$ 8,337
405 ICE RESURFACER	\$ 111,443	\$ 111,443
427 FLEET	\$ 799,885	\$ 799,885
442 SPORTS & CULTURE INFRASTRUCTURE	\$ 292	\$ 292
1402 CAPITAL SURPLUS	\$ 4,986,197	\$ 3,577,197
1400 YSP SUSTAINABILITY	\$ 7,580,088	\$ 7,580,088
1406 ARENA REPLACEMENT RESERVE	\$ 50,000	\$ 50,000
426 COURTHOUSE MAINTENANCE	\$ 153,497	\$ 153,497
445 RECREATIONAL CANAL LANDS	\$ 14,143,563	\$ 13,818,563
2017 INFRASTRUCTURE RENEWAL	\$ 12,058,761	\$ 11,504,760
430 WATER/SEWER FUND SURPLUS *	\$ 4,324,010	\$ 3,166,672
<b>TOTAL CAPITAL</b>	<b>\$ 44,216,072</b>	<b>\$ 40,770,734</b>
<b>SPECIFIC PURPOSE</b>		
402 ECONOMIC DEVELOPMENT	\$ 19,352,713	\$ 14,218,762
2018 ATLAS LANDFILL	\$ 3,177,618	\$ 3,177,618
1401 DOWNTOWN BROWNFIELD	\$ 1,109,417	\$ 1,109,417
410 MUNICIPAL INCENTIVE GRANT	\$ 766,994	\$ 766,994
449 AFFORDABLE/ATTAINABLE HOUSING	\$ 676,000	\$ 676,000
1404 ELECTIONS	\$ 231,552	\$ 231,552
<b>TOTAL SPECIFIC PURPOSE</b>	<b>\$ 25,314,294</b>	<b>\$ 20,180,343</b>
<b>TOTAL RESERVE FUNDS</b>	<b>\$ 79,533,258</b>	<b>\$ 65,562,666</b>
<b>DEFERRED REVENUE (RESERVE FUNDS) SET ASIDE FOR SPECIFIC PURPOSES BY LEGISLATION, REGULATION OR AGREEMENT:</b>		
401 PLANNING ACT	\$ 7,894,371	\$ 4,434,515
408 SUBDIVIDERS - FUTURE SERVICES	\$ 6,414,673	\$ 6,414,673
1407 BUILDING PROVISION	\$ 3,146,393	\$ 3,146,393
437 PROVINCIAL GAS TAX REBATE	\$ -	\$ -
438 FEDERAL GAS TAX REBATE (CCBF)	\$ 3,772,581	\$ 618,884
DEVELOPMENT CHARGES	\$ 15,048,967	\$ 2,800,030
<b>TOTAL DEFERRED REVENUE FUNDS</b>	<b>\$ 36,276,985</b>	<b>\$ 17,414,495</b>
<b>TOTAL RESERVE FUNDS &amp; DEFERRED REVENUE FUNDS</b>	<b>\$ 115,810,243</b>	<b>\$ 82,977,161</b>

\* Currently supports operational requirements as well.