



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 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.

A handwritten signature in black ink that reads "Frank Campion". The signature is written in a cursive, flowing style.

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

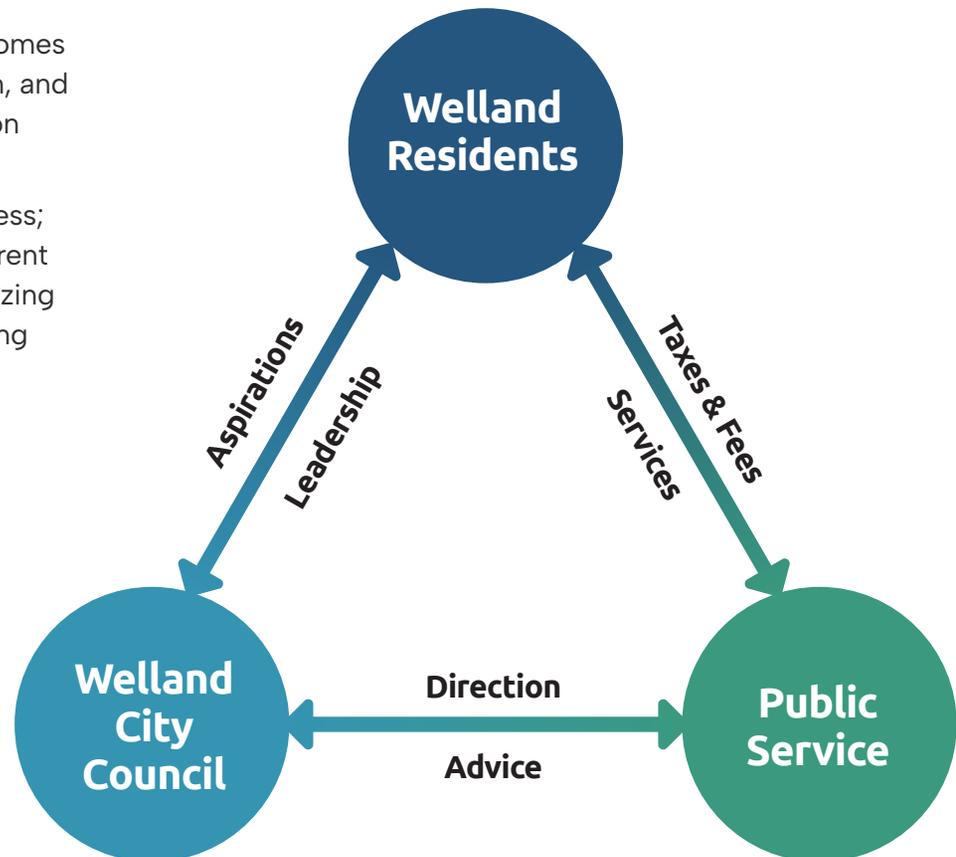
Introduction

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.

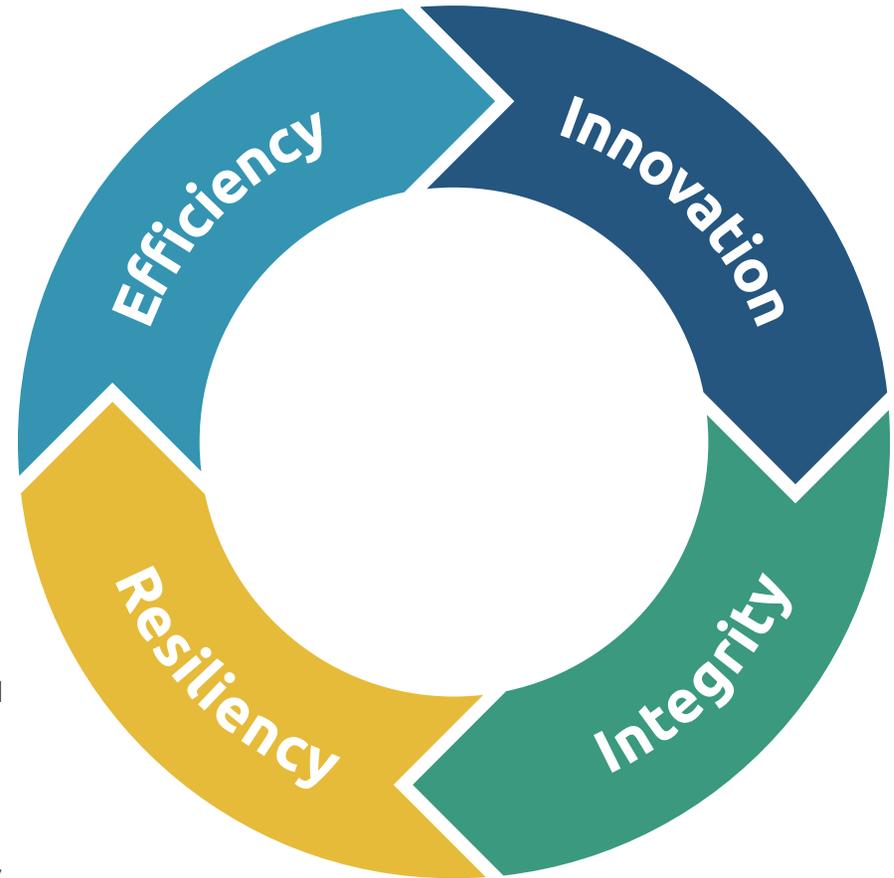
Values

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

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Various photos in this book courtesy of Anthony Gallaccio