

CITY OF WELLAND PARKS, RECREATION & CULTURE MASTER PLAN MID-TERM CHECK-IN

REPORT



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1 INTRODUCTION



1.1 PROJECT PURPOSE

The purpose of this project is to complete a Mid-Term Check-in and Update of the City of Welland’s Parks, Recreation & Culture Master Plan (PRCMP), originally approved by Council in 2019. The 2019 PRCMP established a 10-year strategic framework and vision of “Connecting Creativity & Play”, supported by 47 recommendations to guide the delivery of parks, recreation, and culture services. Now, five years into implementation, the City is undertaking this review to assess progress to date and confirm whether remaining recommendations continue to align with community needs and priorities.

Since adopting the 2019 PRCMP, Welland has undergone notable changes, such as shifting recreation trends, post-pandemic participation shifts, and much-adjusted growth predictions. Population forecasts have risen from around 73,000 to over 100,000 by 2041, affecting service demands, asset capacity, and investment strategies. These developments highlight the importance of reassessing how parks, recreation, and culture services are planned, provided, and funded to accommodate future growth.

This project reviews accomplishments since 2019, examines the importance and priority of remaining recommendations, and evaluates the capacity and condition of existing assets. The update draws on current and forecasted data, input from the community and Council, industry best practices, and offers high-level estimates of costs, timelines, and priorities to inform upcoming capital and operating budget decisions.

This check-in has sought to strengthen alignment with the City’s Corporate Strategic Plan, particularly with respect to goals related to livability, health and wellbeing, and environmental stewardship, which are closely connected to parks, recreation, and facility investments. As part of this process, recommendations were reviewed to identify opportunities to either reinforce or remove items in order to better support these strategic priorities. It is also acknowledged that the Corporate Strategic Plan may be revised in the future, and as such, future updates to this document should continue to reflect any revised corporate directions.

1.2 PROJECT PROCESS/TIMELINE

The project included three phases over 7 months as outlined in Figure 1 below.

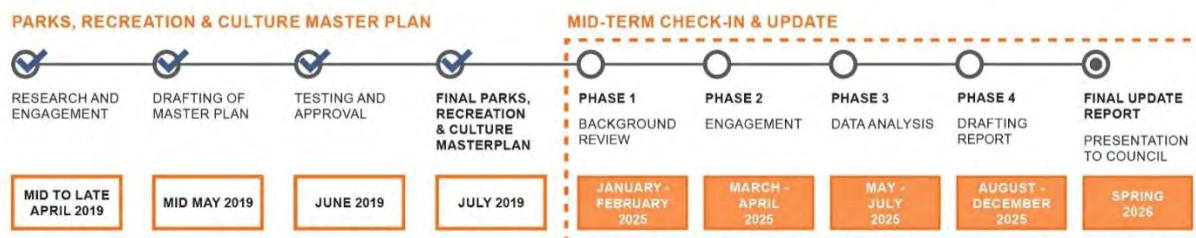


Figure 1: The timeline of the project.



1.3 REPORT CARD

The City of Welland project team worked with LEES + Associates to complete a review of each of the 47 recommendations included in the 2019 PRCMP to determine the status, progress, and priority for each. The recommendations were categorized using the following criteria:

- Status (Complete, Started, Not Started),
- Progress (Sufficiently Actioned, More Action Needed, No Action, Revisit, Cancelled), and
- Priority (High, Medium, Low)

The report card was analyzed alongside public engagement, staff, and interest-holder workshop feedback to build the updated recommendations in **Section 5.4: Updated Recommendations**. Out of the 47 recommendations:

- 23 have been started,
- 17 have been completed, and
- 7 have not yet started.

There have been some big accomplishments since the last plan, including new and upgraded parks, new recreation facilities, expanded events, and continued support for non-profits and community organizations.

The complete list of recommendations from the 2019 PRCMP, along with their status, is available in **Appendix A**. This list formed the starting point for updating the recommendations.

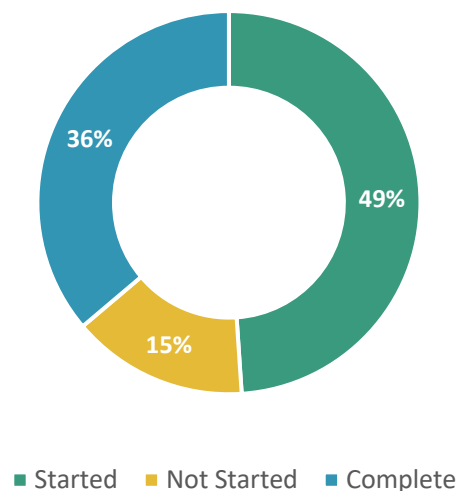


Figure 2: Snapshot of the recommendation progress.



Big Wins Since Creating the Plan.

2020

The new *Rotary Park* opens as part of the Waterfront Redevelopment Project

2021

Funding Approved for upgrades at *Maple Park*

2023

Grand opening of the new *Sparrow Meadows Park*

2019

Completion of the *Community Trails Strategy*

2022

Grand Opening of *Empire Sportsplex*

2024/25

Construction underway and nearing completion at *The Cove in Dain City*

2022

New *LGBTQ2+ Advisory Committee* is formed

2024

STEM Programs now offered at Welland Community Centre

2024

The newly renovated *Memorial Park Pool* reopens.

+100

Events hosted or supported by the City of Welland.

2023

Community Grants Program supports local non-profits and community organizations.

2024

Launch of the *Welland Art Scene* online interactive map



2 COMMUNITY PROFILE UPDATE



2.1 DEMOGRAPHIC CHANGES

Population growth and demographic shifts impact parks, recreation, and culture services. Growth raises demand for outdoor amenities and strains existing facilities. Changes in age, household types, diversity, and accessibility shape needed programs and amenities, like inclusive play and flexible outdoor spaces. Understanding these trends ensures future investments are responsive, equitable, and meet community needs in Welland. This Community Profile has been adapted from the 2023 City of Welland Community Profile to include insights specific to parks, recreation, and culture. Additional information was gathered from Statistics Canada and an analysis of City policy documents.

2.1.1 AGE DISTRIBUTION

Welland has an overall older age demographic, with almost half of the population aged 45 years or older. Infant populations rose between 2016 and 2021, showing a similar rate to that of residents aged 25 to 44, suggesting that more young families are choosing to live in Welland than previously predicted. Young adult populations are low and have declined compared to other age groups. This suggests a growing gap between senior and younger populations.

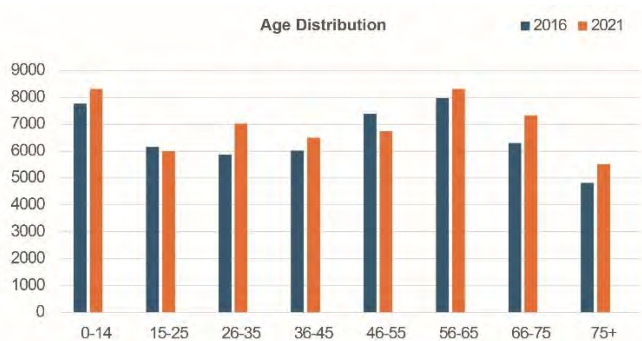


Figure 3: City of Welland Distribution of Age from 2016 to 2021

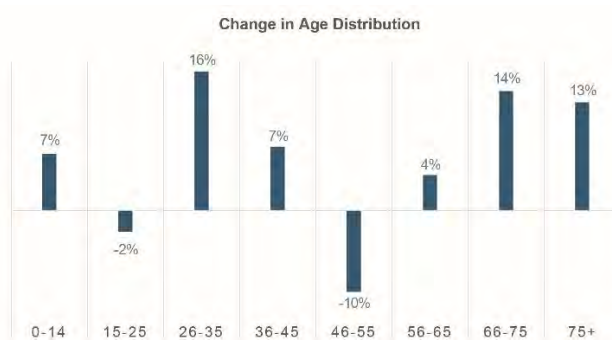


Figure 4: City of Welland Change in Age Distribution from 2016 to 2021



2.1.2 IMMIGRATION

The City of Welland has an immigrant population of 12%, marking a 1.3% change from 2016. While this is less than provincial statistics (30% in 2021), there is a definitive upward trend when compared to a rate of 0.4% between 2011 to 2016.

People born in Italy, the United Kingdom, and the USA continue to account for the highest proportion, with a combined 35% representation within immigrant populations.

Recent years have seen a change in country of origin. For example, in 2016 the most common places of birth for recent immigrants were USA and South Korea. However, in 2021 there was a significant increase in people indicating India as their place of birth - a 650% change from 20 to 130 people.

As noted in the PRCMP, an increasingly diverse range of places of birth are being represented, including Ukraine, Ghana, Nigeria, Syria, and Brazil, among others. These data points help to form a picture of community needs and interests as the city grows, including programs and services that help people of different cultures come together. The next Statistics Canada Census release (2026, with data released in 2027) will need to be reviewed to continue adapting parks, recreation, and culture services.

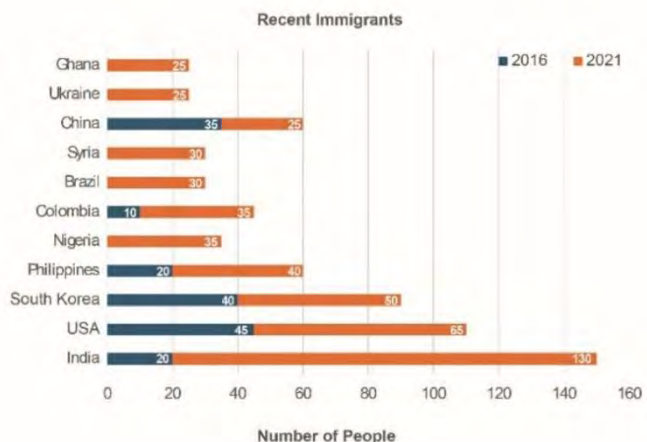


Figure 5: City of Welland Recent Immigrants Places of Birth in 2016 and 2021

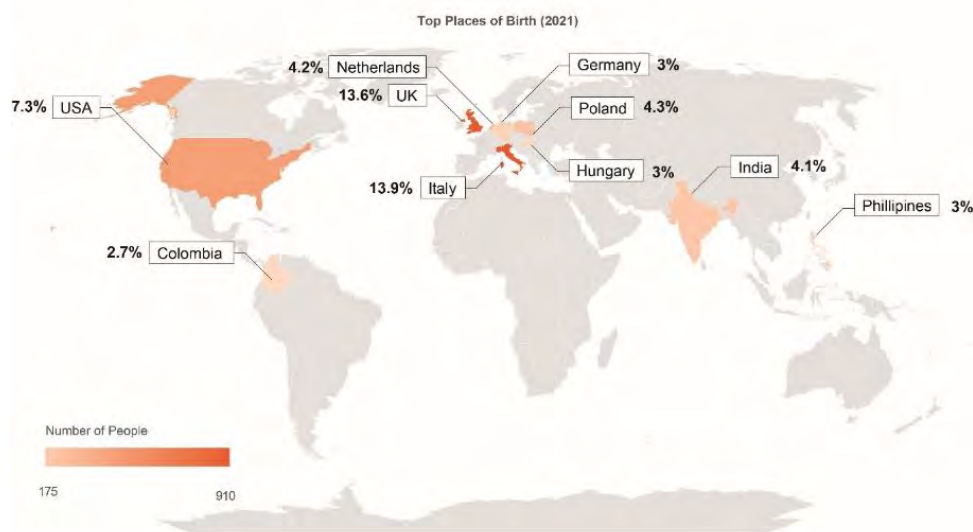


Figure 6: City of Welland 2021 Top Places of Birth for all Immigrants



2.1.3 POPULATION GROWTH

The City of Welland is growing at a rate higher than projected in the 2019 Official Plan. More recent projections show the City anticipates an additional 25,000 people in the next 10 years, or a 45% increase.

As the population grows, so will the demand for parks, recreation, and culture opportunities. This report revisits the parks and recreation metrics in relation to this population growth. Communities with rapid growth often have challenges keeping up with population-based service level standards.

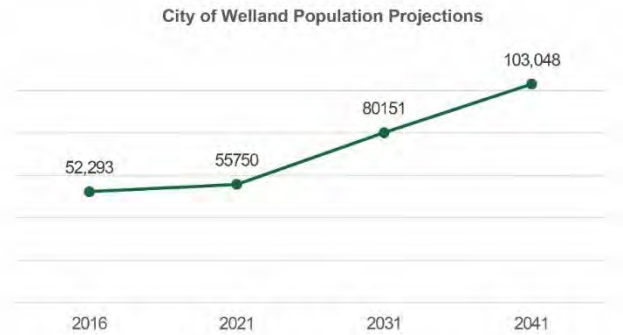


Figure 7: Updated population projections for the City of Welland. 2022 Development Charges Report, 2019 Official Plan.



3 CURRENT STATE ASSESSMENT



3.1 OVERVIEW

The City of Welland has seen many successes since the adoption of the PRCMP in 2019. The initiation of an Active Transportation Master Plan – Is the City on the Move – Transportation Master Plan and the completion of the Community Trails Strategy are initiatives that directly reflect recommendations made within the PRCMP and create strong roadmaps for progress in parks and recreation. Some highlights include Rotary Park and Maple Park receiving funding in 2021, the flagship Empire Sportsplex opening in 2022, the new Sparrow Meadows Park opening in 2023, investment to revitalize the Memorial Park Pool in 2024, and the construction of The Cove in Dain City underway in 2024/25. Significant work has also been done in asset management studies and planning for community growth.

The following assessment provides an overview of the state of parks, recreation, and culture facilities and amenities at the midway point in the PRCMP to guide recommendations and next steps.



Figure 8: Welland Parks, Recreation, and Culture

3.2 PARKS

Parkland is measured by three parameters: quantity, distribution, and quality. The following section reviews Welland's parks through each of these lenses, as well as in relation to population growth, trends, and influencing factors, to identify any changes to the direction laid out in the 2019 PRCMP.



3.2.1 PARKLAND PROVISIONS

The City of Welland has established park provision standards for three types: Neighbourhood, City-Wide, and Regional Parks, using parkland hectares per 1,000 residents.

The overall parkland target is being met when all classifications are considered together. Neighbourhood Parks meet the standards established in the 2019 PRCMP and are expected to maintain this over the next five years. Regional Parks surpass the provision target. However, mid-sized parks within the City-Wide category are currently below target. The city's population growth is outpacing park system expansion, putting additional strain on the City-Wide parks.

Although the current Official Plan lacks specific guidelines for proactive parkland acquisition, any forthcoming Official Plan Amendment (OPA) associated with new development must include provisions for parkland or cash-in-lieu as mandated by the Planning Act. Consequently, additional parkland will continue to be secured through the development approval process.

However, reliance on development-driven dedication alone may not adequately address the deficit in City-Wide parks or ensure the acquisition of sites that are appropriately sized and configured to support major amenities. The following table illustrates how population projections will affect parkland provision between 2016 and 2041.

Table 1: Existing parkland (ha) is divided by population projections for each year. Population projections are referenced from the 2022 Development Charges Update.

Parkland Provision (ha/1000 people)				
Classification	Target	2021	2031	2041
Neighbourhood Park	1	1.45	1.36	0.95
City-Wide Park	2.6	1	0.95	0.66
Regional Park	0.4	3.14	2.18	1.70
TOTAL	4.0	5.54	4.21	3.16

Key Finding:

Neighbourhood Parks are usually acquired through parkland dedication during the development process, but City-Wide Parks are more difficult to acquire because they are larger in size and require amenities such as sports fields, significant natural areas, or event spaces. A parkland acquisition strategy is needed to identify opportunities for new City-Wide Parks over the next 5-10 years.



3.3 RECREATION

3.3.1 FACILITIES

There is a wide variety of recreation facilities in Welland, both indoor and outdoor. Multi-use indoor recreation facilities include the Welland Community Centre, Welland International Flatwater Centre, LIV Communities Arena, Jack Ballantyne Memorial Arena, Welland Arena, Young Sportsplex, and the Welland Sports Complex. Since 2019, the recreation facilities have expanded to include the award-winning Empire Sportsplex that opened in 2022. The new facility includes 6 dedicated pickleball courts, 3 tennis courts, 5 beach volleyball courts, 1 full-size basketball court, 2 half basketball courts, washrooms, canteen, and office/equipment storage space. The Chippawa Park Community Centre was refurbished and offers a community hall with a fireplace, kitchenette, and meeting room.

Outdoor recreation amenities are offered across the parks system, including sport courts, beach volleyball, sports fields, playgrounds, and outdoor pools. There are also specialty facilities like the Lawn Bowling Club, the Tennis Club, and the Welland Community Boathouse. During the summer months, Rec Rentals has a range of non-motorized watercrafts available for rental on the Welland Canal.

3.3.2 ASSET MANAGEMENT

The 2024 Corporate Asset Management Plan provides a comprehensive assessment of City-owned assets, including parks and recreation facilities. Parks and Cemeteries condition ratings are notably low, with over 50% described as “Poor” or “Very Poor” with a combined replacement value of \$20.8 million. Sport fields, courts, and amenities account for most of the assets in “Poor” to “Very Poor” condition.

The Facility Condition Index identifies several areas of concern relevant to the PRCMP, including facilities at Bugar Park, Cook Mills Park, Maple Park, Plymouth Park, and St. George Park Pavilion, as well as large-scale, high-budget assets such as the City’s arenas and Welland Baseball Stadium. The current PRCMP does not directly address facility lifecycles, levels of service, or funding allocations. An essential part of asset management is incorporating operating costs, maintenance, and renewal costs into both short-term and long-term budget planning.

As Welland continues to grow, the City may assume ownership of parks and recreation assets constructed by others, such as neighbourhood parks, playgrounds, or facilities like the Empire Sports Complex. Any assets built by external parties and transferred to the City should align with the goals, service levels, and priorities established through the PRCMP, and be designed to meet the City’s technical standards, lifecycle expectations, and community outcomes. When new assets are acquired, appropriate funding must be secured to support their ongoing operation, maintenance, and long-term renewal, ensuring they contribute positively to the overall parks and recreation system without creating unsustainable financial pressures.



Benchmarking major recreation facilities, such as arenas and aquatic centers, is commonly used to gauge service levels against similar municipalities. Currently, the City is evaluating its arena provision and long-term needs through the Arena Feasibility Study, which began in Fall 2024. The Arena Feasibility Study is currently considering future arena provision scenarios, including a potential multi-pad community centre. This study will include detailed benchmarking of ice pad provision per capita and related facility requirements. Relevant findings from this process may be integrated into future updates of the PRCMP to ensure that facility planning, asset management, and long-term recreation services remain aligned with delivery.

3.3.3 AMENITY PROVISION

The PRCMP provides a series of measures to evaluate facility capacity for sport-related amenities. The results indicate that Welland performs well in certain amenities like skateparks and basketball courts, but other amenities fall below established benchmarks or lack clear targets altogether. This reveals gaps in service consistency and underscores the importance of revising standards based on population needs. Such updates can better direct future investments and promote equitable access as the city grows. See Table 3 for amenity provision comparisons.

Some metrics, such as those that use the number of registrants or players rather than population, present difficulties for projecting needs as the city grows. The metrics also rely on registrant information and do not account for informal or unregistered use. Relying only on registration numbers is potentially problematic for understanding evolving use and capacity requirements. Provision metrics for arts and culture facilities are not included in the PRCMP. These two areas could be updated to population or geographic distribution targets that are easier to measure and project needs for the future.



Table 2: Amenity provision as described in the PRCMP.

Sport	Unit	Target	Existing (2019)
Indoor Pool	1	-	-
Indoor Artificial Turf	1	-	-
Fitness Centre	2	-	-
Indoor Ice Rinks	2	1 per 500 minor registrants	1 per 500 registrants
Gymnasiums	2	1 per 50,000 residents	<1 per 50,000 residents
Playgrounds	38	All residential areas have playgrounds within 800m	Most residential areas have playgrounds within 800m
Dog parks	1	-	-
Skateparks	1	1 per 10,000 youth	1 per 5,600 youth
Outdoor Pool	3	-	-
Outdoor Skating Rink	15	-	-
Fields	21	1 per 80 registrants	1 per 100 registrants
Baseball	22	-	1 per 75 players
Cricket	1	-	-
Tennis	8	-	2 outdoor courts per 75 members
Pickleball	2	-	-
Basketball	9	1 per 800 youth (10-19)	1 per 625 youth (10-19)
Volleyball Courts	3	-	-
Multi-use Courts		-	-

3.3.4 PLAYGROUND PROVISION ANALYSIS

Welland's provision rate of 0.75 playgrounds per 1,000 residents is above the five-municipality average of 0.65. While Sarnia and Sault Ste. Marie have higher per-capita provision rates. Welland provides substantially more playgrounds per 1,000 residents than North Bay and Belleville and ranks in the upper half of comparator municipalities.

Although there may be some gaps in the city in terms of distribution and walkability, it is providing a high level of service. The focus for the next 5 years should be on improving the distribution of playgrounds, considering removing playgrounds that are near each other, and creating a financially



sustainable renewal and replacement process. In some cases, an older playground may not be needed anymore and could be replaced by park amenities that meet the changing needs of the community.

Focusing on the distribution of playgrounds at the neighbourhood level, rather than just the total number, enhances equity within the parks system. This strategy guarantees that residents across all city areas, especially those with limited mobility, lower incomes, or fewer recreation options, have local recreation opportunities. By aligning playground investments with demographic trends and walkability, the approach promotes inclusive community health, fosters social connections, and encourages everyday active lifestyles.

Table 3: Comparison of Welland's playgrounds with those of similar-sized communities.

Municipality	Playgrounds Count	Population 2021	Playgrounds per 1000
Sarnia	63	71594	0.88
Sault Ste. Marie	63	73368	0.86
Welland	40	55750	0.75
North Bay	22	52662	0.42
Belleville	18	55071	0.33
Average			0.65

3.3.5 PROGRAM AVAILABILITY

An analysis of the Fall 2024/Winter 2025 guide at the Welland Community Centre provides a snapshot of programming, including the demographics being served, the types of programming offered, and the distribution of program types. From this snapshot, several findings emerged:

- The Youth Innovations program at the Seaway Mall provides a hub where 13-17yr olds can gather, play video games, play billiards, watch movies, play music, and do homework.
- Sports account for the most common type of programming at 65% of offerings.
- Sport programming is diverse and evenly spread across categories, with fitness representing the most recreation opportunities.
- Arts and culture programming is centred on music, visual arts, and dance.
- Skills-building programs are a new and growing offering with STEM programs such as coding.



PROGRAM SNAPSHOT

Based on the Welland Community Centre Fall 2024/Winter 2025 Program Guide.

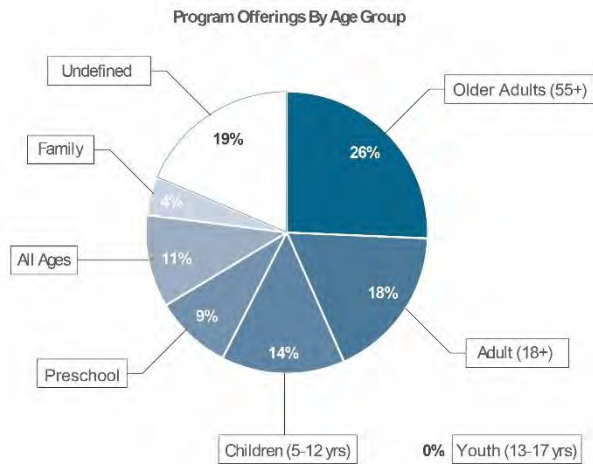


Figure 9: Proportion of program offerings by age group at the Welland Community Centre.

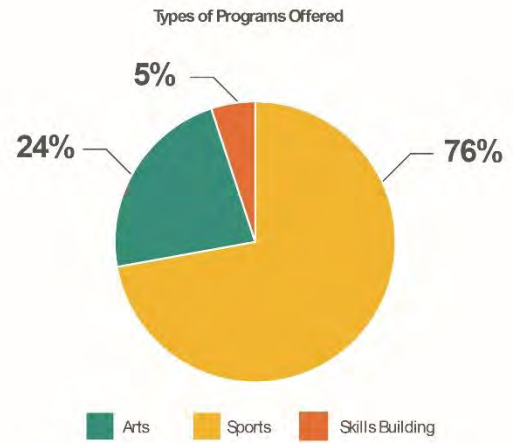


Figure 10: Balance of programming types offered at the Welland Community Centre.

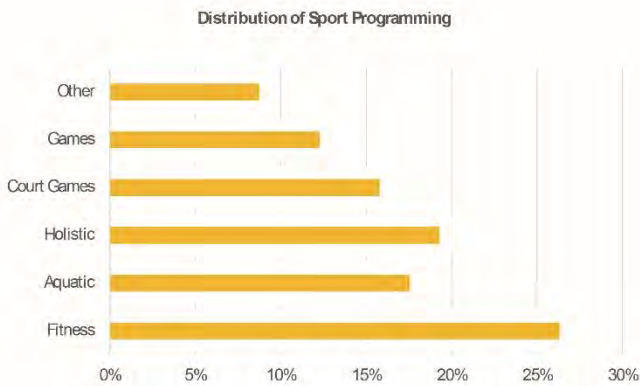


Figure 11: Types of sport programming offered at Welland Community Centre.

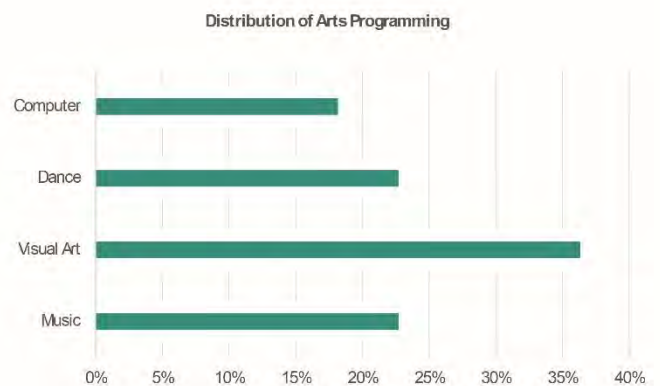


Figure 12: Types of Art programming offered at Welland Community Centre.



3.4 CULTURE

3.4.1 ARTS AND CULTURE INITIATIVES SINCE 2019

Several notable arts initiatives have been established since the release of the PRCMP in 2019.

- The Community Grants Policy launched in 2024 offers three funding streams for non-profits to support arts and culture programs, events, and social services programs.
- The Welland Art Scene is represented through an online interactive map, developed in collaboration with the Arts & Culture Advisory, which locates public art throughout the city, including sculptures, memorials, installations, and murals.
- City Council approved a city-wide Public Art Condition Assessment to evaluate the state of existing public art assets and inform future maintenance, conservation, and investment priorities. The assessment is anticipated to be completed in 2025 or early 2026, subject to project timing and resourcing. The image below is of a mural in Market Square, 'Carry the Light' by Cheyenne Ricard, a Mohawk/Tuscarora artist from Six Nations, Source: City of Welland, 2025.
- The City released a children's book and self-guided city tour called Wonders of Welland Children's Book in 2024 that encourages children to explore activities and sites around Welland.
- Addition of STEM programs to the Welland Community Centre offerings.
- The City completed the Indigenous Art Block in 2025, celebrating Indigenous culture, storytelling, and placemaking through public art.



Figure 13: Public mural installation demonstrating the role of art in enhancing public spaces and community identity.



3.4.2 CITY EVENTS ROSTER

The City of Welland hosts a diverse range of events throughout the year and supports a wide variety of third-party festivals and events. Over 100 events annually are delivered either directly by the City or through partnerships with external organizers. Third-party events may be non-profit or for-profit in nature and are supported through facility and park rentals, permitting, and coordination services provided by the City. Event partnerships include seasonal programming at the Welland International Flatwater Centre; ongoing programming at the public library; and various partnerships with sports and events hosts from a diversity of organizations. A full list of events is included in **Appendix B**.

The 2019 PRCMP recommended the creation of a Festivals and Events Strategy with a target completion date of 2020. At the time of this report, this strategy has not been created. While a standalone strategy has not been prepared, the City has implemented several tools, resources, and internal processes that support third-party event organizers and address key components of this recommendation.

To support the consistent, safe, and effective delivery of third-party events, the City has developed and implemented:

- SEART Guidelines to support coordinated event review, risk management, and approvals.
- A standardized event planning timeline outlining roles, milestones, and submission requirements for third-party event organizers.
- A RACI framework clarifying City and organizer responsibilities across planning, delivery, and post-event phases.
- Centralized guidance and staff coordination to support permitting, site access, safety planning, and municipal services.

Together, these tools provide a structured framework for third-party event delivery, improve clarity for organizers, and support efficient cross-departmental coordination. While not consolidated into a single Festivals and Events Strategy, these resources collectively advance the intent of PRCMP Recommendation 43 by strengthening the City's capacity to support a diverse and growing event ecosystem



3.5 TRENDS

Trends in parks, recreation, and cultural landscapes have been developed through national, provincial, and regional sources that describe how demographic, political, and environmental changes are influencing service delivery and demand. The following points provide a summary of trends relevant to Welland.

Passive and Informal Uses

Multiple factors are affecting recreation activities, including the aging population, shrinking private living spaces, affordability concerns, and busy lifestyles. These trends are increasing the demand for passive park spaces with opportunities for casual activities and socializing, places to walk, run, or bike, and opportunities to enjoy the restorative benefits of nature. The increase in interest in passive spaces also aligns with interest in more naturalized park spaces throughout Canada.

Traditional vs. New Recreation Activities

Organized sports, especially for youth, are looking to extend their seasons and increase hosting of tournaments and special events. While sports user groups are demanding higher quality facilities, traditional recreation priorities are being challenged by an increasingly diverse population, an aging population, new/emerging activities, and a wider variety of interests.

Fitness, Health, and Wellness

Overall, there is an increasing demand for indoor fitness and drop-in facilities. Health and well-being are high priorities for the aging population, and health education and therapeutic programming are increasingly popular (e.g., yoga, physical therapy, chronic health management, or accessible fitness).

Multi-Purpose Spaces and Adaptable Amenities

Single-purpose amenities are on the decline in favour of multi-purpose spaces and adaptable amenities and spaces to accommodate a wider variety of uses and to allow for changes over time. This is tied to the rapid pace of change in recreation activities such as pickleball and disc golf, but also the need to support smaller organized sports groups that are offering affordable and more diverse opportunities, such as cricket.

Expanding Arts and Culture Sector

Participation in arts and culture programs continues to grow as people of all ages seek meaningful, creative, and community-building experiences. Today's residents value opportunities to connect with local stories, diverse cultural expressions, and shared spaces that reflect community identity. Public art plays an essential role in this landscape—it animates neighbourhoods, creates a sense of place, sparks dialogue, and makes culture accessible to everyone in their everyday lives.

At the same time, festivals and community events have become powerful drivers of both social connection and economic development. Multi-generational programming brings people together, strengthens community pride, and supports local businesses through increased visitation and spending.



Free or low-cost events are especially impactful, ensuring that cultural participation remains inclusive, welcoming, and accessible to all residents.

Climate Resilience

Parks and civic facilities are increasingly affected by climate change, facing pressures such as flooding, drought-related water demand, and vegetation stress. At the same time, they are essential assets for strengthening community resilience.

Parks help cool neighbourhoods, reduce stormwater impacts, and support biodiversity. Enhancing naturalized areas, expanding tree canopy, and integrating green infrastructure, such as permeable surfaces, rain gardens, and bioswales, can reduce flooding and heat-related risks. Sustainable technologies like LED lighting, smart irrigation, and solar-powered or energy-efficient amenities can further reduce environmental impacts and operational costs.

Civic facilities play a critical role during extreme weather or emergencies by serving as reliable, climate-controlled community hubs. Upgrades such as geothermal heating and cooling, high-efficiency envelopes, LED retrofits, solar panels, and modern building automation systems can reduce energy use, cut emissions, and improve year-round comfort. Electrification and renewable energy readiness also strengthen continuity during disruptions.

Together, resilient parks and facilities support environmental stewardship goals, lower operating costs, and ensure safe, accessible spaces as climate conditions continue to change.

Data-Driven Management and Infrastructure Renewal

Parks are adopting data-driven tools for maintenance, safety monitoring, and resource management. This approach improves operational efficiency, improves cost recovery, and ensures the level of service is right for the community. The infrastructure deficit across Canada is affecting parks, recreation, and culture facilities, as many communities face challenges in renovating or replacing aging park and recreation amenities. Some tools being used for park maintenance include:

- Cityworks is utilized to manage work orders, inspections, complaint tracking, and incident reporting. This system allows staff to monitor maintenance trends, identify recurring issues, assess service demands, and use historical data to inform future budget planning and service level adjustments.
- GIS-integrated systems, including ArcGIS, are used to map and manage park assets across the municipality. This supports maintenance scheduling for services such as waste collection, grass cutting, inspections, and seasonal operations. Spatial mapping enhances efficiency by optimizing routes, identifying service gaps, and ensuring consistent maintenance standards across all parks.



- Parks asset inventory and condition assessment: The City is currently working with WSP to complete a comprehensive park asset inventory and condition assessment. This initiative includes playgrounds, benches, splash pads, sports fields, trees, pathways, sidewalks, parking areas, lighting, and other park infrastructure. The data collected will establish baseline condition ratings and remaining useful life estimates. Lifecycle costing models will be developed from this work and integrated into future capital forecasts to support proactive infrastructure renewal planning.

Declining Volunteerism and Community Funding

Many communities have relied heavily on volunteer-based community organizations to deliver recreation, arts, and culture programming. However, declining volunteerism has led to risks in relying on organizations that may have once been strong but are struggling to continue delivering programs. Community organizations that may have historically spearheaded infrastructure renewals and made fundraising and grant applications to support community amenities may no longer have that capacity. Affordability concerns are also a key challenge for many people, which hampers community-funded parks, recreation, and culture initiatives.

Equity and Inclusion

Equity and inclusion in parks, recreation, and cultural facilities are advancing through targeted investments in underserved areas, inclusive signage and partnerships, and diverse representation. Community spaces are increasingly being designed to reflect Indigenous and multicultural identities. Efforts toward gender equity include designing facilities that are safe and welcoming for all genders, offering diverse programming that supports women and non-binary individuals, and addressing barriers to participation.



4 ENGAGEMENT - WHAT WE HEARD



4.1 PURPOSE OF ENGAGEMENT

The purpose of the engagement was to determine what progress has been made since the PRCMP implementation in 2019, including how and if the PRCMP was meeting community needs, understanding barriers and challenges, and identifying progress and opportunities for improvement.

4.2 HOW WE REACHED OUT

The City of Welland engagement website – EngageWelland – was used as a primary information-sharing tool. The project page was updated with information about the project objectives, planning process, and how to get involved with engagement. The open house and survey were also advertised through:

- Social media posts on the City of Welland Facebook pages
- Direct emails from the City of Welland



4.3 ENGAGEMENT TOOLS

Engagement included workshops with City staff and Members of Council; a public online survey; community pop-up events; an interest-holder survey; and an interest-holder drop-in event. The details of these activities are described below, and the results are summarized in this report.

4.4 ONLINE PUBLIC SURVEY

Input from the public was gathered through an online survey posted on the City's website. Survey responses were collected from April 3 – May 2. There were 356 responses, and the results are summarized in Section 3.0 of this report.



4.4.1 COMMUNITY POP-UP AND INTEREST-HOLDER DROP-IN EVENTS

Two in-person community pop-up events on April 8 and April 9, 2025, and an interest-holder drop-in event on April 10, 2025, were held at the Welland Community Centre.

Presentation boards were displayed with questions for participants to place a dot beside what matters most to them, and to record their comments. Participants were also able to ask questions and share input directly with City staff and planning consultants. The following questions were asked on the presentation boards:

- What features, activities, or experiences would make park spaces a vibrant and essential part of our community?
- What recreation program offerings would make our community healthier, more connected, and more active in the future?
- How can Welland's arts and cultural activities and opportunities better support the unique identity, values, and heritage of our communities?

Participants were also encouraged to complete the survey online. Interest-holder groups were given a separate survey to capture their specific needs.



Figure 14: Community members providing feedback.

4.4.2 STAFF AND COUNCIL WORKSHOPS

Two workshops were held with City of Welland Community Service Staff (recreation, sport & culture, facilities & parks, forestry and cemeteries) on April 16, 2025. A Council Workshop was held on April 15, 2025. In all sessions, an introductory presentation summarized key findings from the report card exercise and background review and provided an overview of the project's purpose and scope.

Participants were asked to reflect on what had changed since 2019, including trends, challenges and opportunities, measures of success, and a vision for PRC service delivery in Welland.



4.5 PUBLIC ENGAGEMENT OUTCOMES

4.5.1 THEMES

The following represent the overarching themes that emerged from the community engagement series:

Healthy Living

There is a growing recognition that the PRCMP can play a stronger role in promoting health, wellness, and longevity that aligns with national frameworks such as *A Common Vision for Increasing Physical Activity and Reducing Sedentary Living in Canada* and guidance from the Canadian Parks and Recreation Association (CPRA). Models like Blue Zones, which emphasize community-driven approaches to healthier living, offer inspiration for long-term impact. Measurable priorities have been suggested to ensure the plan supports not only recreation, but overall quality of life.

Prioritizing Inclusion and Accessibility

Community members have voiced concern for the well-being of vulnerable groups, particularly 2SLGBTQ2+ and racialized communities, who are feeling the impact of rising global tensions and a resulting sense of fear and uncertainty. Mental health and inclusion remain top priorities, with residents calling for spaces and policies that promote safety, dignity, and belonging. There is also a need to improve basic accessibility, including mobility, better access to public washrooms, and clearer wayfinding to these facilities.

Reaching and supporting youth can be challenging. Initiatives like Youth Innovations, a city-operated drop-in center for youth ages 13 to 18, have helped address this gap. However, more passive, non-programmed opportunities and spaces are needed.

Bringing Focus to Arts and Culture

Arts and culture are being recognized as core to mental health support, creativity, social connection, and a sense of belonging. There is an overall recognition that arts and cultural programming need more attention within planning initiatives. The proposed Festival and Events Strategy (FES) is on hold and requires more funding. There is a growing need to formalize this strategy, as well as increase education and marketing to raise awareness of available resources.

Community Development Support

Volunteerism is declining, and the impacts are being felt by staff and remaining volunteers. Long-time volunteers report feeling stretched, burned out, or aging out. The way people are volunteering is changing, with a greater interest in more flexible, clearly defined roles with ways to contribute that are manageable and meaningful within busy schedules. There is declining interest in long-term, regular commitments. A shared desire to rebuild the sense of community connection and belonging is emerging as a key motivator for involvement. Interest was expressed in a more coordinated volunteer system, including a central point of contact, such as a volunteer coordinator, to help align skills and interests with volunteer roles.



There is an opportunity to empower Advisory Committees to take on meaningful roles by engaging each committee in the planning and implementation of the PRCMP. Examples include advancing key community initiatives, supporting volunteer programming, and finding points of influence beyond event planning that align with their mandates. There is interest in understanding how committees are currently structured, where gaps may exist, and how overlap or coordination is managed. Committees are well-positioned to play a greater role in shaping outcomes and contributing to long-term success due to their connection with both Staff and Council.

Advancing and Optimizing Partnerships

Despite global challenges like the COVID-19 pandemic, partnerships have been strengthening and continue to be central to service delivery. There is an opportunity to re-engage and expand collaborations that may have been disrupted during the pandemic, including with schools, faith groups, community organizations, and local institutions like Niagara College. There is a need for strengthening coordination, tracking, and promotion of partnerships, alongside recognizing and celebrating the contributions of volunteers and partner organizations.

Diversifying and Defining Parks

Along with defining parks comes interest in creating a sense of ownership and belonging, especially at the neighbourhood level. The need for placemaking and support for community initiatives was expressed.

Amplifying Welland Recreation Corridor and Canal Access

The Welland Recreation Corridor is the backbone of the outdoor experience in Welland, and there is community support for enhancing this area. There is a need for a long-term vision that makes this a vibrant and interconnected destination within the region, including promotions, naturalization opportunities, water accessibility, and better connectivity, with emphasis on how different destinations can be linked through improved trail access, bridge connections, and water access points. These recommendations link to wayfinding and signage, trail and active transportation improvements, and arts and culture recommendations.

Issues with capacity have been identified on the trail systems, especially along the canal, where trails have been described as crowded and over capacity. Interest was expressed in expanding and improving the trails system, as well as improving navigation systems that bring more clarity to the trails system and promote a network of parks and trails.

Increase Operational Capacity as Demand and Assets Grow

There are ongoing challenges in aligning service delivery expectations with available staff capacity, with pressures becoming more pronounced following the pandemic. Increased recruitment and retention challenges, labour shortages, and competition for qualified staff continue to affect program delivery. Securing specialized instructors remains a particular concern, as private facilities often offer higher compensation, reducing the incentive to deliver programs at the Welland Community Centre (WCC).



Stronger alignment is needed between parks, recreation, and cultural events and the operational, staffing, and infrastructure resources required to support them. Service levels and new capital assets should be expanded only where operating budgets can support the necessary operational resources. This includes adequate staffing, training, utilities, lifecycle considerations, and ongoing maintenance to ensure sustainable and effective service delivery over the long term.

Aligning Facility Demand and Operations Capacity

A growing demand for parks, facilities, and amenities across Welland was identified, alongside concerns about the City's capacity to operate and sustain new infrastructure over time. While developers and community partners have been successful in advancing new parks and recreational facilities, feedback highlighted that expanding physical assets must be accompanied by adequate staffing resources and sustainable operating budgets to support maintenance, programming, and long-term management.

Development Charges (DC) have supported the delivery of new facilities; however, there is a need to better account for legacy operating costs and lifecycle implications in growth planning. New parks are often delivered at the neighbourhood scale through development processes, resulting in a concentration of facilities in growth areas that may not fully align with broader city-wide service needs or priorities. Early and ongoing involvement of City staff was identified as important for guiding facility type, location, and design to ensure alignment with strategic objectives and operational realities. In addition, many existing City-owned facilities remain concentrated downtown, creating ongoing challenges in achieving equitable access across the city.

Defining Measures of Success and Updating Recommendations

There is a desire to establish clear and tangible measures of success. The emphasis is on consolidating and simplifying goals, with more focused data collection and analysis. Specific areas suggested for measurement include tree canopy coverage, energy savings for facilities, and customer satisfaction, particularly with rental services and complaint systems. There is a call for smaller, more achievable targets that are easily tracked and for evaluating the impact of initiatives.



4.5.2 SURVEY RESULTS

ENGAGEMENT SUMMARY

356

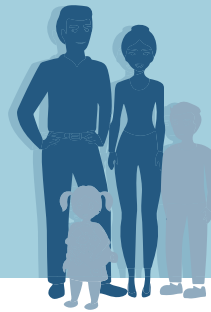
contributions were collected during the survey period.

45%

of surveyors have children under the age of 18, among them:

2 in 3 have kids between 6-14

1 in 2 have kids between 0-5



63%

of responses from Welland South, Chippawa Park, South Pelham and Eastdale.

Most popular parks

- 59% | Chippawa Park
- 53% | Merritt Island & Canal Lands Park
- 28% | Memorial Park
- 28% | Maple Park
- 26% | Merritt Park and Amphitheatre Park



Top Desired Amenities



38% More places to walk, run, or bike



34% More tree canopy and natural areas in parks



32% Access to water and water play



31% All-season park amenities that support year-round use



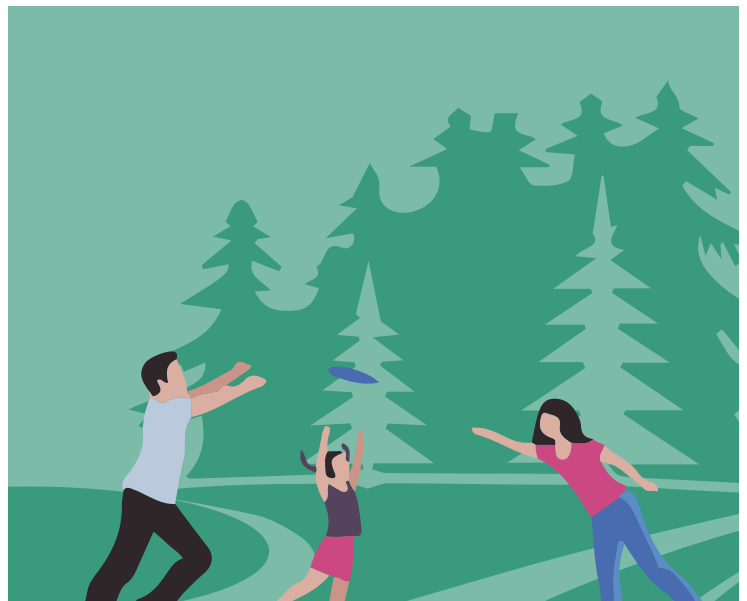
26% Sports amenities (fields, courts, etc.)

66%

want more nature based parks that promote resilience and well-being.

76%

support making climate resilient amenities a priority.



67%

Agree or somewhat agree that the Welland Recreation Corridor helps them and their family feel connected to the city and community.



63%

Agree or somewhat agree that the 2019 PRCMP vision, "Connecting Creativity and Play," resonates with them as a guiding vision for the overall delivery and planning of parks, recreation, and culture in Welland.

Recreational Preferences

73%

Walking, hiking, or running

71%

Visiting parks and nature areas

41% Visiting playgrounds

40% Swimming and aquatics

37% Cycling



Future Needs

What recreational offerings would make the community healthier, more connected and more active in the future?

61%

Upgraded and well-maintained facilities and amenities

41%

More opportunities for non competitive and unstructured play

28%

Multi-functional spaces that serve diverse interests, rather than focusing on a single sport or group

28%

Intergenerational activities that support all ages playing and socializing together

27%

Facility and program hours that fit my schedule



Arts & Culture Participation



Top Activities

- 67%** Farmers Market
- 57%** Festivals
- 51%** Civic Holiday Events



Areas For Improvement

- 44%** Increased Awareness
- 38%** Publicly accessible maker spaces
- 35%** Support for local arts and cultural organizations
- 34%** Dedicated public art spaces

What Encourages Outdoor Activity:

- 55%** Better walking/cycling infrastructure
- 49%** All-season amenities
- 45%** More nature and green infrastructure
- 33%** Diverse park types

Desired Community Led Initiatives

- 44%** Community gardens
- 30%** Gathering spaces
- 27%** Block parties
- 26%** Winter programs
- 25%** Cultural events



Facilities in Demand

- 33%** Outdoor pool
- 25%** Water sports
- 24%** Indoor pool
- 24%** Outdoor fields
- 22%** Outdoor ice rinks



Public Opinion

93%
say parks should be a high
priority for Council

73%
feel safe and
welcome in parks

68%
are satisfied with the
distribution of parks

67%
say amenities are
well maintained

57%
feel there is
sufficient park
space

53%
feel well informed about
parks

Motivations for Participation:



Parks

82% Physical health

75% Stress relief

70% Nature



Recreation

83% Physical health

69% Stress relief

58% Mental wellbeing



Arts & Culture

64% Stress relief

61% Mental wellbeing

56% Physical health

Barriers



36% Poor maintenance

26% Feeling unsafe

25% Lack of desired features

Additional Community Feedback

There is growing community interest in expanding recreational activities such as cricket, disc golf, and water sports.



Top 5 Year Priorities

35% Festivals & events

26% Aquatic fitness

34% Trail systems

19% Outdoor sports courts

26% Future parkland needs

18% Community gardens



ENGAGEMENT SUMMARY STAKEHOLDER FEEDBACK

Overview

The City of Welland is undertaking a mid-term update of its 2019 Parks, Recreation & Culture Master Plan (PRCMP).

This update is guided by data, community input, and best practices. Feedback from key stakeholders is essential to evaluate the plan's effectiveness and identify opportunities for improvement.

Participation

21

responses were gathered from key stakeholders during the engagement period.

Key Organizational Trends

Partnerships with the City (46%) and user-focused engagement (38%) were the most beneficial actions from the PRCMP.

Membership is largely growing (47%) or stable (35%).

Barriers

56% Funding constraints

44% Community awareness

38% Volunteer/ staffing shortages

33% Policy or administrative barriers

28% Availability of facilities/ spaces



Key Takeaways

1 Cultural Heritage

Strong support for preserving historic buildings and creating a downtown heritage district with public education and cultural use of historic spaces.

4 Arenas & Sports Facilities

High demand for a new multi-pad arena and upgrades to current facilities; concerns about fees, maintenance, and access.

2 Parks & Natural Features

Requests for improved dog parks, more tree planting, pollinator gardens, and better distribution of playgrounds and courts, especially in under-served areas.

5 Communication

Residents want more proactive, in-person engagement and better communication on City projects.

3 Canal & Flatwater Sports

Interest in a long-term plan to support rowing and flatwater recreation, including infrastructure and promotion.

6 Accessibility & Inclusivity

Emphasis on making parks and programs more accessible for families, seniors, and low-income residents.



5 UPDATED VISION AND RECOMMENDATIONS



5.1 OVERVIEW

Since the implementation of the 2019 PRCMP, almost all the recommendations have been actioned (91% overall). A small number of recommendations are categorized as “Revisit” to determine whether these are still relevant, with the option to delete based on current conditions.

Of those recommendations actioned, three buckets have been defined to assess their status and what, if any, additional actions need to occur:

- **Complete:** Recommendation has been sufficiently actioned, and no additional actions are required.
- **Continue:** Recommendation has been sufficiently actioned and has become part of ongoing business operations.
- **Improve:** Recommendation has been actioned but requires more attention and effort to be fully realized.

One-third of these recommendations fall into either the “complete” or “continue” buckets. These are provided in detail in **Appendix A**, indicating a strong commitment from the City of Welland to delivering on the vision of the PRCMP. Overall, the 2019 PRCMP has served the community well, and staff have achieved a lot over the past five years, especially considering the challenges of the COVID-19 pandemic. Key successes are described on the following pages.

This Mid-Term Check-In and Update outlines a revised set of recommendations to work toward over the next five years. The focus is on the recommendations that have yet to be fully actioned and resourced – the “Revisit” and “Improve” categories. In some cases, the recommendations require clarification for effective implementation. In other cases, the context and conditions have changed, and the recommendation needs adjusting.

5.1.1 SUCCESSES SINCE THE 2019 PRCMP

Since the implementation of the 2019 PRCMP began, the City of Welland has achieved several significant milestones. Winning the bid to earn the Welland Recreational Corridor the title “home for Ontario Provincial Rowing” was a major success. Staffing enhancements have supported this growth, including the creation of a full-time position dedicated to infrastructure and maintenance at the Welland International Flatwater Centre. In aquatics, a formalized partnership with the YMCA of Niagara has strengthened programming and staffing, while the appointment of a full-time Supervisor of Recreation and Aquatics has helped meet service demands. The redevelopment of Memorial Park Pool, guided by the Outdoor Pool Rationalization Study, has further improved aquatic offerings.

The opening of Empire Sportsplex has expanded access to pickleball and beach volleyball, fulfilling multiple recommendations for outdoor sport courts. Inter-departmental collaboration has reduced programming duplication and fostered joint community events, such as March Break activities with the Welland Public Library. The City has updated and aligned its Parkland Dedication policies with Provincial Bill 108, ensuring continued strategic planning and legislative compliance. Finally, as part of this process, the Master Plan is being updated.



5.2 UPDATED VISION

The Vision in the 2019 PRCMP was based on three key words: Connecting, Creativity, and Play. The concepts represented by these words include:

- The parks, recreation, and culture services are interconnected and complementary;
- The system brings people together regardless of interest and abilities;
- Parks, trails, and recreation programs are integrated across the city physically and through partnerships;
- Parks, recreation, and culture services enable creativity and foster a strong arts and culture system, and
- People can engage in leisure experiences year-round to support healthy lifestyles.

These concepts remain relevant and appropriate for Welland to continue, but an update to the Vision may help focus efforts over the next five years, especially given the significant changes since the COVID-19 pandemic.

Council's Strategic Plan 2023-2026 sets the City's overall Vision: To inspire and promote an active, resilient, and sustainable community delivering the best quality of life possible for all. Supporting this vision are the Values: Efficiency, Innovation, Integrity, and Resiliency, and the Strategic Priorities: Economic Growth, Environmental Stewardship, Health and Well-being, and Livability. Parks, recreation, and culture can contribute significantly to achieving the vision and align well with the values and strategic priorities. The Parks, Recreation, and Culture Vision is currently missing the concepts of resilience, environmental stewardship, and delivering services efficiently to support economic growth.

Considering the background review, Council's Strategic Plan for 2023-2026, and what we heard from the community, it is recommended that the Vision be updated to:

Key Words: Wellbeing, Connection, Resilience, Creativity

Vision Statement

Welland's parks, recreation, and culture sector supports health and wellbeing, connects the community, builds resilience, and encourages creativity. It achieves this through measurable actions, efficient use of resources, and a focus on partnerships and collaboration.



5.3 STRATEGIC DIRECTIONS

The 2019 PRCMP included 25 different categories of recommendations. During this update process, these were simplified and consolidated into 10 strategic directions to support the City in achieving the updated Vision. The strategic directions are based on what we heard through the trends analysis and engagement, providing renewed focus and building on the work already underway. **Appendix C** shows how the 2019 PRCMP recommendation categories are consolidated for the update.

Below are the categories that outline the strategic direction of goals related to parks, recreation, and culture:

1. Healthy Living
2. Prioritizing Inclusion and Accessibility
3. Arts and Culture Development
4. Evolving Parks Systems
5. Recreation Corridor and Canal Access
6. Volunteer and Community Capacity
7. Strategic Partnerships
8. Facility Planning and Operations
9. Operational Capacity
10. Monitoring and Evaluation



5.4 UPDATED RECOMMENDATIONS

The following section presents the updated recommendations that will be the focus over the next 5-10 years. These recommendations provide tangible and measurable actions to support the Vision for parks, recreation and culture in the City of Welland. Some recommendations highlight work already underway to ensure those efforts continue.

HEALTHY LIVING

1. Create goals and objectives for the PRCMP that align with strategies described in national resources such as *Activate Your Neighbourhood* (CRPA) and *Let's Get Moving* (Government of Canada).
 - Initiatives from the “Let's Get Moving” Areas of Focus:
 - Spaces and Places: Add Park amenities to support low-barrier outdoor physical activities. Document existing and added locations and promote them to the community.
 - Cultural Norms: Support activation of local parks to encourage greater use and increase social connections. Create annual community challenges and promote them through social media.
 - Public Engagement: In promotional and communication materials, highlight programs that support active living, especially those suitable for beginners, to make them easy to find.

Let's Get Moving

The Common Vision:

*A Canada where all Canadians
move more and sit less, more often.*



PRIORITIZING INCLUSION AND ACCESSIBILITY

2. Establish regular engagement rhythms with the City Accessibility Advisory Committee to identify challenges and barriers across programs, spaces, and services.
3. In promotional and communication materials, highlight programs that are suitable for those with accessibility challenges or financial barriers so that they are easy to find. This could be through special symbols in the program guide or population-specific bulletins – such as all wheelchair-friendly programs or all free opportunities.
4. Use the 2024 Accessibility Audit to improve tracking of inclusion and accessibility initiatives by establishing a baseline and measuring progress.
5. Prioritize accessibility improvements in parks. Parks are an essential place to prioritize inclusion and accessibility because they offer low-barrier opportunities for healthy living and socializing close to home at a cost-effective price. Specific strategies include:
 - Low Barrier Park Amenities: Prioritize unstructured, drop-in outdoor sports facilities, Such as outdoor multisport courts, disc golf courses, and open fields, that enable self-organized play and casual use without formal scheduling.
 - Gathering and Social Spaces: Design gathering areas that incorporate best practices in neighbourhood activation described by the Canadian Parks and Recreation Association (CPRA) in the Activate Your Neighbourhood tactical guide. Examples include seating nodes, event space, naturalization, and public art.
 - Provide Comfort Amenities: Comfort amenities such as washrooms, drinking water, accessible parking, and comfortable seating are important to meeting the needs of all ages and abilities.

Quick Win: Conduct public engagement to confirm interest in disc golf and, if positive, identify a location for a disc golf course within the parks system.



ARTS AND CULTURE DEVELOPMENT

6. Dedicate resources to the implementation of the Festival and Events Strategy. This was identified in the 2019 PRCMP and continues to be supported by the community.
7. Create measurable targets and goals for arts and culture programming and then work to secure dedicated funding and partnerships to achieve the goals.

The following recommendation builds upon the existing efforts of Welland staff with additional specific actions to further enhance results:

8. Continue to build awareness and improve the sense of a cohesive arts and culture sector across the City by:
 - o Continuing efforts to center Welland's heritage and historic buildings through arts and culture initiatives.
 - o Continued promotion of arts and culture opportunities through initiatives like the Welland Art Scene online story map.

Quick Win: Create a Venues and Facilities Directory that tracks venues for hosting various arts and culture activities and events, such as the downtown amphitheatre, local churches, galleries, and private spaces. Keep the list up to date and provide information to organizations seeking access.



EVOLVING PARKS SYSTEMS

9. Develop a parkland acquisition strategy to identify opportunities for new City-Wide Parks over the next 5-10 years.
10. Create a Parks Management Zone system to provide clarity on the role, function, and level of service for each type of experience, from natural passive spaces to highly programmed urban park areas.
 - The Park Management Zone system will define required levels of service, staffing, operations, and maintenance.
 - Small parks may only have one zone type, while large parks may have more than one.
11. Establish a park naturalization plan to integrate purposeful and strategic ecological restoration within the park system.
 - Define a selection of ecosystem typologies with plant lists, aesthetic characteristics, location recommendations, and maintenance protocols (i.e., irrigation, mowing).
 - Identify and restore sections of parkland along the Welland Canal as demonstration areas of local ecosystems.
 - Identify parkland that is underutilized for formal programming for reassignment to this typology.

Quick Win: Identify a visible area of unutilized parkland for a pilot project of reduced mowing and restoration. Add temporary signage to explain the pilot project's purpose and intended outcomes.

12. Refer to the existing PRCMP playground allocation standard and Asset Management Strategy to determine gaps and redundancies. As parks come online through the development process, promote alternative play elements such as natural walking trails, fitness/balance units, pump track, multi-use courts, and flexible spaces for passive play and community gatherings.



RECREATION CORRIDOR AND CANAL ACCESS

13. Accelerate trail improvements and lifecycle upgrades in high traffic areas.
14. Coordinate interpretive signage and public art initiatives with the Community Trails Strategy.

Staff continue to contribute to amplifying of the Welland Canal and Recreation Corridor through the following actions:

- o Continue to prioritize the Welland Canal and Recreation Corridor as a signature destination by focusing on improving access, connectivity, amenities, programming, and promotion to maximize community and visitor use.
- o Following the existing Trails Strategy, prioritize investment in expanding, connecting, and maintaining multi-use trails to promote active transportation, recreation, and tourism, ensuring year-round use and accessibility.

VOLUNTEER AND COMMUNITY CAPACITY

15. Use the existing Council Committee structure to connect to community networks, leverage community capacity, and make sure there is alignment of effort and collaboration toward common goals. Committees can help:

- a. identify partnership and volunteer opportunities,
- b. provide recommendations for projects or initiatives, and
- c. support their implementation.

16. Establish a Community Development Coordinator (1.0 FTE) position to establish a central leadership hub for community partnerships, engagement, and park activation. This integrated approach aims to boost civic participation, enhance volunteer involvement, and optimize the use of staff time and resources. The following recommendations are included to reinforce and enhance current staff efforts in this area:

- o Continue providing short-term and one-off volunteer opportunities that have clear commitments and responsibilities, making it easier for people to participate, and
- o Continue and improve proactive, in-person community engagement to foster relationships, strengthen neighbourhood ties, and encourage inclusive participation in parks programming and activities stewardship.

Quick Win: Formalize a Volunteer and Partner Recognition Program to celebrate the contributions of volunteers, community groups, and partner organizations. This could include annual events, public acknowledgments, or awards.



STRATEGIC PARTNERSHIPS

17. Prioritize a strong community development approach by actively promoting, tracking, supporting, and developing community partnerships, including recognition, regular communication, monitoring outcomes, and identifying opportunities for new collaborations.

To achieve the main recommendation above, undertake the following specific activities:

- Create a Partnership Framework 1–2-page summary guide to communicate the City’s roles and responsibilities.
- Host a Partnership Workshop with existing partners to better understand their capacity, roles, and responsibilities, and to identify gaps and challenges.
- Follow up with an improved Partnership Framework outlining both the City’s and community partners’ roles and responsibilities.
- Work with community partners to address high-priority gaps and challenges to enable more effective and mutually beneficial outcomes for the community, including funding/sponsorship to support new and lifecycle renewal of existing infrastructure.

Quick Win: Refer to the 2025 Corporate Partnership Policy to communicate the roles and responsibilities of the City and its partners within all future agreements.

FACILITY PLANNING AND OPERATIONS

18. Ensure that long-term, stable funding is in place to support the ongoing maintenance and operations of parks and recreation assets in line with the most recent Asset Management Plan.
19. Ensure that new assets received through the development process meet the City’s standards and are accounted for in the asset management strategy, lifecycle replacement costs, and maintenance plans.
20. Explore revenue options to support capital renewal and ongoing maintenance needs, while ensuring a mix of affordable and free opportunities for the community.

Quick Win: Begin with a review and analysis of current revenue streams, then explore revenue studies and analyses from other municipalities to generate ideas applicable to Welland.



OPERATIONAL CAPACITY

21. Provide clear role definitions and onboarding support for staff hired since the implementation of the PRCMP, especially as new facilities come online and initiatives expand.
22. Improve coordination between Community Services and Planning departments to align parks, recreation, and culture functions with the goals outlined in Community Improvement Plans (CIPs).

Quick Win: Initiate a staff workshop to document the roles and responsibilities required for existing facilities and identify gaps or areas that need clarity.

MONITORING AND EVALUATION

23. Establish a small set of clear, easily trackable metrics that reflect both achievements and areas for improvement. Focus on tangible, bite-sized targets that can be measured and reported annually. These could include:
 - Facility energy savings and sustainability improvement projects,
 - Tree canopy coverage and hectares of naturalization,
 - Amenity provision benchmarks aligned with best practices in parks, recreation, and culture planning,
 - Investment in initiatives such as arts and culture, accessibility improvements, and new program options,
 - Customer satisfaction,
 - Community partnerships and volunteerism – number of partnerships and volunteers, and the initiatives they support,
 - Overall impact, not just outputs. This can be measured by the participation of vulnerable populations such as seniors, newcomers, children, youth, and those with low incomes, as well as interviews with partner organizations, and
 - Program delivery and financial performance indicators, including participation levels, program fill rates, event support, revenue generation, and cost efficiencies.



UNLOCKING RECOMMENDATIONS

REIMAGINING PROGRAMMING IN PARKS

Develop a park classification system with standardized densities and numbers of park types and amenities to inform the management of diverse and balanced park assets, as well as defining target 'park experiences' to communicate expectations and goals to park users.

Example experience themes include: nature engagement, nature preservation, education/learning, fitness, social gatherings, community and culture, sports, meditative/healing, etc.

Programming Themes



Naturalized Play

- Feature naturalized landscapes and native plantings, with amenities like pathways, demonstration habitats, seating, and gathering areas.
- Utilizes materials like wood, boulders, sand, and water.
- Promotes exploration and supports child development through creativity, imagination, and self-directed play.
- Does not require specific monitoring, maintenance, or lifecycle replacement practices.



Fitness and Challenge

- Parks should support accessible opportunities for outdoor physical activity through features such as trails, walking loops, multi-sport courts, and pathways. Fitness opportunities can be integrated into trail systems using terrain, distance markers, and activity signage, offering flexible options instead of fixed outdoor fitness equipment.
- Although 82% of respondents visit parks to improve health and exercise, outdoor fitness equipment was not a priority. Investments should target popular active amenities, aligning with lifecycle planning and maintenance capacity.



Community and Culture

- Spaces are designed to facilitate large and small gatherings, often providing seating, shelters, and hardscaping.
- Often include amenities to support food prep and dining such as BBQs, picnic spaces, and washrooms.
- Programming and amenities can celebrate the diverse cultures found within the community.

UNLOCKING RECOMMENDATIONS

ADVANCING NATURALIZATION IN PARKS

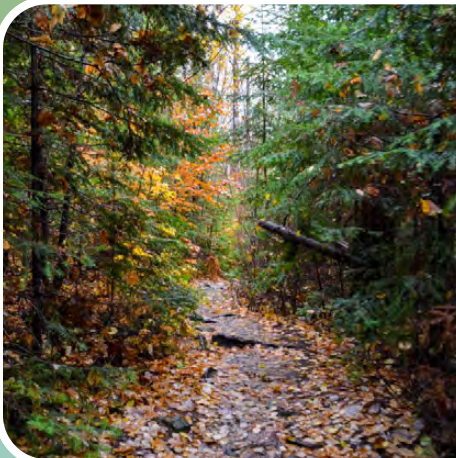
Incorporate Naturalized areas into Welland's park system through park classification requirements, naturalization targets, and identification of priority areas for naturalization. Establish and maintain park assets that are climate resilient and supportive of health and biodiversity, while also reducing resource-intensive landscapes.

Approaches



Integrating Naturalization in Parks

- Integrate naturalized areas within the parks system to support the management of rainwater and provide habitat for local wildlife.
- Strategically integrate naturalization into underutilized areas within the parks system.
- Integrate naturalized areas such that they are compatible with existing programming and do not conflict with existing uses.



Nature Appreciation and Interpretation

- Encourage walking, biking, and nature appreciation as very popular activities that support health and well-being within naturalized landscapes.
- Install interpretive elements and environmental art to celebrate the local geography and ecosystems, creating unique experiences.
- Establish demonstration ecosystems to encourage community stewardship.



Administrative Approaches

- Set naturalization targets for parkland's to establish consistent standards against which spaces can be designed and managed (e.g., tree canopy, hectares of unmowed area, species diversity in parkland, etc.)
- Use programming classifications to track and identify spaces with compatible uses in which naturalization can occur.
- Identify naturalization zones (e.g., the canal corridor) and set limits to the % of developed/manicured area.

UNLOCKING RECOMMENDATIONS

AMPLIFYING THE RECREATION CORRIDOR & CANAL

Engage in targeted establishment of park features along Welland's recreation corridor and canal to strengthen Welland's active transportation network and fully leverage these well-loved amenities.

Approaches



Linear Parks

- Leverage linear parks to encourage active transportation and promote connectivity across the parks system.
- Establish activity zones and prioritize addressing gaps and crossings in the park network along the canal.
- An opportunity to build upon well-loved amenities along the canal.



Continue to Enhance the Recreation Corridor

- Create improved connections between water and land by increasing access points, wayfinding, and support amenities.
- Encourage experiences that integrate parks and water-based recreation through cohesive routes and special stop-over spots.
- Use the linear nature of the canal and recreation corridor to enhance storytelling and placemaking for residents and visitors.



Selective Mowing Practices

- Maintain mowed pockets along trails to provide opportunities for rest and small gatherings.
- Integrate mow strips along edges of lawn areas to support maintenance and operational efficiency.
- Prescribe mowing as needed based on the needs of parks programming.
- Establish sample habitat showcase zones to exemplify the connection between biodiversity and landscaping.

UNLOCKING RECOMMENDATIONS PERFORMANCE & CULTURE ACTIVATIONS

Adopt a decentralized, low-barrier model to encourage more public performances across Welland without requiring large-scale infrastructure or intensive staff involvement by acting as a facilitator, supporting marketing, and providing maintenance for infrastructure, while others provide the on-site management and programming.

A preliminary list of potential locations for activations includes Canal Terrace, Welland Civic Square, King St near The Bank Art House, and the Rotary Club of Welland Park.

Implementation Approaches



Community-Led Activations

- Install modest performance nodes¹ (e.g., a small stage or designated area) integrated into public spaces like parks or pedestrian zones.
- Lead the promotion of spaces and manage a simple scheduling system, while performers and community organizations, such as the BIAs, take the lead on delivering performances and activities.
- Provide transparent scheduling, booking, and compensation guidelines to minimize barriers for performers and artists, as well as minimizing expectations of staff to seek out performers.
- Basic spatial requirements: A defined or identified space, placemaking signage and setting, access to power.
- Funding through sponsorship and uncompensated performances could allow flexibility in the early stages of the program.

Establish Partnerships

- Create a Partnership Framework 1-2 page summary guide to communicate the roles and responsibilities of the City and its partners.
- Refer to the 2025 Corporate Partnership Policy to define all future agreements.

Mentorship & Growth

- Provide optional mentorship opportunities through partnerships with local arts organizations (e.g., Visual Artists of Welland²).

¹ <https://www.discovercharlottetown.com/things-to-do/arts-culture/city-stages/>

² <https://www.visualartistsofwelland.com/about>

UNLOCKING RECOMMENDATIONS STREAMLINED PUBLIC ART PROGRAM

Adopt a public art model to enhance Welland's public spaces while keeping costs and staffing demands low. StART (Toronto)¹ and Calgary's Northeast Public Art Projects² serve as precedents. These programs demonstrate how small-scale, high-impact art installations can activate infrastructure, support local artists, and foster community pride.

Implementation Approaches



Use of Existing Infrastructure

Transform benches, bike racks, utility boxes, underpasses, and signage into canvases for digital wraps, murals, and sculptural elements.



Focus on Active Corridors

Target parks, trails, and recreation areas to encourage walking, cycling, and community interaction.



Artist Accessibility

Provide tiered opportunities for emerging and established artists, with transparent application processes and optional mentorship.



Community Engagement

Involve residents in concept development and selection, ensuring the art reflects local identity and values.



Low-Cost Implementation

- StART uses capped budgets and matching contributions to expand the reach of limited resources..
- Calgary's NE Projects leverage modular formats and community partnerships to minimize overhead.

¹ <https://www.streetarttoronto.ca/>

² <https://www.calgary.ca/arts-culture/public-art/northeast-projects.html>

6 IMPLEMENTATION PLAN



6.1 OVERVIEW

The following section summarizes the recommendations and provides the steps and a priority rating for each recommendation. Each recommendation will be considered for implementation through the creation of staff work plans, operational budget planning, or capital budget planning. Availability of resources, funding, facilities, staff, and partnerships will influence the speed and effectiveness of implementation. The recommendations are also provided in a separate spreadsheet for staff use in tracking, sorting by priority and focus area to support implementation.

6.2 QUICK WINS

‘Quick Wins’ are initiatives that are low-barrier, low-resource demand projects that can jumpstart bigger initiatives or have a significant impact. These actions are well-suited to begin within the first year of implementation.

Table 4: ‘Quick Wins’ initiatives sorted by priority.

QUICK WINS	Priority	Focus Area
Initiate a staff workshop to document the roles and responsibilities required for existing facilities and identify gaps or areas that need clarity.	High	Recreation
Identify a visible area of underutilized parkland for a pilot project focused on reduced mowing and restoration. Add temporary signage to explain the pilot project's purpose and intended outcomes.	High	Parks
Refer to the 2025 Corporate Partnership Policy to communicate the roles and responsibilities of the City and its partners within all future agreements.	High	Recreation
Review and analyze current revenue streams, then explore revenue studies and analyses from other municipalities to generate ideas applicable to Welland.	High	Department-Wide
Conduct public engagement to confirm interest in disc golf and, if positive, identify a location for a disc golf course within the parks system.	Medium	Parks
Create a Venues and Facilities Directory that tracks venues for hosting various arts and culture activities and events, such as the downtown amphitheatre, local churches, galleries, and private spaces.	Medium	Arts/Culture
Formalize a Volunteer and Partner Recognition Program to celebrate the contributions of volunteers, community groups, and partner organizations. This could include annual events, public acknowledgments, or awards.	Low	Recreation



6.3 IMPLEMENTATION FRAMEWORK

Priority: High, Medium, Low

Timeline: Short (0-2 years); Medium (2-4 years); Long (5+ years)

Focus Area: Primary topic area or staff focus team.

Table 5: The recommendations sorted by priority.

#	RECOMMENDATIONS	Priority	Timeline	Focus Area
1	Create goals and objectives for the PRCMP that align with strategies described in national resources such as Activate Your Neighbourhood (CRPA) and Let's Get Moving (Government of Canada).	High	Short - Ongoing	Department-Wide
6	Dedicate resources to the implementation of the Festival and Events Strategy. This was identified in the 2019 PRCMP and continues to be supported by the community.	High	Medium	Arts and Culture
7	Create measurable targets and goals for arts and culture programming and then work to secure dedicated funding and partnerships to achieve the goals.	High	Short-Ongoing	Arts and Culture
9	Develop a parkland acquisition strategy to identify opportunities for new City-Wide Parks over the next 5-10 years.	High	Medium	Parks
11	Establish a park naturalization plan to integrate purposeful and strategic ecological restoration within the park system.	High	Short - Ongoing	Parks
12	Refer to the existing PRCMP playground allocation standard and Asset Management Strategy to determine gaps and redundancies.	High	Short - Ongoing	Parks
13	Accelerate trail improvements and lifecycle upgrades in high traffic areas.	High	Short	Parks



#	RECOMMENDATIONS	Priority	Timeline	Focus Area
18	Ensure that long-term, stable funding is in place to support the ongoing maintenance and operations of parks and recreation assets in line with the most recent Asset Management Plan.	High	Ongoing	Department-Wide
19	Ensure that new assets received through the development process meet the City's standards and are accounted for in the asset management strategy, lifecycle replacement costs, and maintenance plans.	High	Ongoing	Department-Wide
20	Explore revenue options to support capital renewal and ongoing maintenance needs, while ensuring a mix of affordable and free opportunities for the community.	High	Ongoing	Department-Wide
21	Provide clear role definitions and onboarding support for staff hired since the implementation of the PRCMP, especially as new facilities come online and initiatives expand.	High	Short - Ongoing	Department-Wide
23	Establish a small set of clear, easily trackable metrics that reflect both achievements and areas for improvement. Focus on tangible, bite-sized targets that can be measured and reported annually.	High	Short - Ongoing	Department-Wide
2	Establish regular engagement rhythms with the City Accessibility Advisory Committee to identify challenges and barriers across programs, spaces, and services.	Medium	Medium	Department-Wide
3	In promotional and communication materials, highlight programs suitable for people with accessibility challenges or financial barriers so they are easy to find. This could be through special symbols in the program guide or population-specific bulletins – such as all wheelchair-friendly programs or all free opportunities.	Medium	Short	Recreation
4	Use the 2024 Accessibility Audit to improve tracking of inclusion and accessibility initiatives by establishing a baseline and measuring progress.	Medium	Short - Ongoing	Department-Wide



#	RECOMMENDATIONS	Priority	Timeline	Focus Area
5	Prioritize accessibility improvements in parks. Parks are an essential place to prioritize inclusion and accessibility because they offer low-barrier opportunities for healthy living and socializing close to home and cost-effectively.	Medium	Short - Ongoing	Parks
10	Create a Parks Management Zone system to provide clarity on the role, function, and level of service for each type of experience — from natural passive spaces to highly programmed urban park areas.	Medium	Medium	Parks
15	Use the existing Council Committee structure to connect with community networks, leverage community capacity, and ensure alignment of effort and collaboration toward common goals.	Medium	Medium	Department-Wide
16	Establish a Community Development Coordinator (1.0 FTE) position to establish a central leadership hub for community partnerships, engagement, and park activation.	Medium	Medium	Department-wide
22	Improve coordination between Community Services and Planning departments to align parks, recreation, and culture functions with the goals outlined in Community Improvement Plans (CIPs).	Medium	Medium	Department-Wide
8	Continue to build awareness and improve the sense of a cohesive arts and culture sector across the City.	Low	Ongoing	Arts and Culture
14	Coordinate interpretive signage and public art initiatives with the Community Trails Strategy.	Low	Medium	Parks/Arts and Culture
17	Prioritize a strong community development approach by actively promoting, tracking, supporting, and developing community partnerships, including recognition, regular communication, monitoring outcomes, and identifying opportunities for new collaborations.	Low	Long	Department-Wide



7 APPENDICES



7.1 APPENDIX A – STATUS OF 2019 PRCMP RECOMMENDATIONS

Table 7 summarizes the status of the original recommendations from the 2019 PRCMP. Recommendations have been categorized as Complete, Continue, Improve, or Revisit/Remove based on their level of implementation and ongoing relevance.

- **Complete:** Recommendations that have been sufficiently actioned and are considered complete successes with no further action required.
- **Continue:** Recommendations that have been sufficiently initiated and remain ongoing initiatives that should continue to be implemented over the next 5–10 years of the PRCMP.
- **Improve:** Recommendations that have been partially actioned or not yet started and require additional effort, clarification, or refinement to be fully implemented.
- **Revisit/Remove:** Recommendations that should be reconsidered due to changing priorities, evolving conditions, or redundancy with other initiatives.

Table 6: Status of the 2019 PRCMP Recommendations.

#	Category	Recommendation	Status	Notes
1	City Programs	Requests for facilities and services that are not part of the City’s core mandate should be evaluated based on anticipated municipal role, quantifiable measures of demand and costs to the City, and other long-term implications prior to deciding whether or not to partner in the public interest.	Complete	The Corporate Partnership Policy was approved on May 6, 2025.



#	Category	Recommendation	Status	Notes
2	Volunteer Capacity	Continue to support Welland's volunteer sector through appropriate community development and capacity building initiatives.	Complete	Council Approved Neighbourhood Association Policy in March 2025 The Neighbourhood Association Program is being developed. Volunteer opportunities on social media & with the City volunteer contact list.
3	Volunteer Capacity	Convene training opportunities for local volunteer organizations aimed at organizational effectiveness, capacity building, and succession planning, potentially hosted in collaboration with major agencies or organizations that also rely upon volunteers.	Continue	Actively engaged with local service clubs to address membership recruitment challenges.
4	Volunteer Capacity	Organize annual forums for volunteer and community organizations delivering parks, recreation and culture services in Welland to allow information/idea sharing and networking opportunities to take place. Such forums could be tied in with new or existing volunteer recognition events.	Continue	ACAC is hosting an education session for the local art community on building a social media presence. Engaging in providing a networking portion of the annual volunteer recognition event.
5	Partnership	Regularly meet with partners to discuss implementation of partnership agreements, and where necessary, revisit and/or strengthen agreements to maximize benefits to all parties and the general public.	Continue	The Corporate Partnership Policy was approved on May 6, 2025.



#	Category	Recommendation	Status	Notes
6	Partnership	Proactively seek partnerships with parks, recreation and cultural service providers, including, but not limited to, educational and healthcare institutions, non-profit agencies, sport organizations, arts and cultural collectives, and entities interested in operating within the Welland Recreation Corridor or other City properties.	Complete	Ongoing business operations. We work with the YMCA, Notre Dame Catholic High School, SNRC, Row Ontario, SNCC, District School Board of Niagara, YSP, Welland Jackfish, Brock University, and Niagara College.
7	Partnership	Develop a standardized process or framework for evaluating and responding to requests for partnerships, with a view to maximizing public interests.	Complete	The Corporate Partnership Policy was approved on May 6, 2025.
8	Marketing and Communications	Create a Staff Position (FTE to be determined) within the Recreation & Culture Division that is responsible for the coordination of marketing and awareness initiatives for programs, events, and sponsorship/rental opportunities. The new position could be supplemented during peak months with a student (paid, volunteer and/or co-op) to assist with certain tasks and could benefit from youth job creation grants from senior levels of government	Continue	A PT/FT Event assistant position was created in 2023 to assist with event needs, including social media and volunteer engagement. Marketing has been centralized in the Communications Department. Each coordinator is responsible for promoting their own work.
9	Inclusive	Continually review participation in the Wellness For All program to determine its effectiveness in reaching low-income populations, while working with agency partners to raise awareness of all financial assistance programs available through the City, Region and other partners.	Continue	Work has been undertaken in this area, and the program will continue to be reviewed and refined, with an emphasis on increasing marketing efforts and strengthening follow-up requirements for recipients.



#	Category	Recommendation	Status	Notes
10	Inclusive	As growth in the number of persons with disabilities, diverse ethno-cultural groups, and LGBTQ+ communities continues in Welland, the City should engage in ongoing dialogue with representatives of such groups. The intent is to understand the parks, recreation and cultural needs of marginalized populations in terms of demands for traditional activities delivered by the City, as well as new programs and services that result in these populations becoming active and connected.	Complete	The 2024 Accessibility Audit Report is complete, and implementation plans have been approved by Council.
11	Youth	Develop additional youth-specific drop-in and registered programs to be offered in parks, recreation and culture facilities, libraries, and the Youth Innovations drop-in centre. The Welland Youth Advisory Council, youth-serving agencies and providers - including those delivering social services – and a broader cross-section of youth ages 13 to 18 living in Welland should be engaged in the program development process.	Complete	Youth Innovations has added amenities, including a lending library, stage, tutoring, and meeting space. MYAC is an active committee of Council.
12	Older Adults	Work with the Rose City Seniors Foundation and other older adult service partners to better understand how older adults are using the City of Welland's parks, recreation and culture services, and collectively find ways to increase participation rates in response to emerging trends and issues.	Complete	Rose City Seniors Foundation no longer exists. Continue to track, survey and analyze older adult program participation and offer new programming. Document the SOP for this process.



#	Category	Recommendation	Status	Notes
13	Welland Recreation Corridor	Initiate a second phase study of expanded uses and action plans for the Welland Recreational Corridor that tests public opinion and the business case to create a “leisure zone” for non-motorized marine uses within the portion of the waterway corridor that exists between Woodlawn Road and Ontario Road. At a minimum, leisure uses to be explored should include areas for public swimming (such as a beach area) and a splash pad, additional shaded seating areas and permanent or portable washrooms along the Welland Canals Trail, vehicular parking, and interpretive/way-finding signage and public art.	Continue	Swim zones, signage, social media, and school programs. Implemented all recommendations from the Lifesaving Audit. Added Rec Rentals in the city core. Three new pavilions at the site. Benches are being installed. Improved parking to be part of the 2026 budget. Further development to take place through the LIV development waterway corridor.
14	Welland Recreation Corridor	Investigate the feasibility of establishing a competitive rowing course within the southern portion of the Welland Recreational Corridor (i.e. south of Townline Tunnel Road). The ability to involve local, regional and/or provincial rowing organizations as funding or operating partners should be explored as part of this process.	Complete	Two courses have been developed to meet National and Provincial standards for Rowing, Dragon boating, Canoe, and Open Water Swimming. Welland is now known as “Home for Ontario Provincial Rowing.



#	Category	Recommendation	Status	Notes
15	Welland Recreation Corridor	Invest in outdoor aquatics and fitness infrastructure within the Welland Recreational Corridor through outdoor fitness equipment, rejuvenation of the Floating Stage, open-water swimming amenities, and others as identified. In tandem with these investments, explore the delivery of unique programming related to land-based and open-water activities such as triathlon, paddleboard yoga, advanced aquatic leadership, and group fitness classes.	Continue	Triathlon, advanced aquatic leadership. Program considerations such as Paddleboard Yoga. Rejuvenation of the floating stage is in progress.
16	Welland Recreation Corridor	Establish a Full-Time Staff position (1.0 FTE) to oversee and coordinate initiatives related to the growth, delivery and development of programs and infrastructure within the Welland Recreational Corridor and the Welland International Flatwater Centre.	Complete	A Full-Time position has been created to support infrastructure and maintenance at the WIFC.
17	Future Parkland Needs	Acquire new parkland in future development areas primarily through maximizing parkland dedication allowable under the Ontario Planning Act, and where necessary, through municipal purchase or securing agreements with other landholders. In particular, focus acquisition on a minimum of one City-wide Park along with the requisite number of Neighbourhood Parks that will result in strong walkability within future residential areas.	Continue	Sparrow Meadows - 2023 Dain City 'Cove Park' - 2025 Dain City 'Anchor Park' – underway Central Village Parkettes under development Liv Communities (Lock & Quay) - 2 new parks will be developed as part of the future development. Parkland dedication to be part of the North West Secondary Plan to support future park development and our Community Trail Strategy.



#	Category	Recommendation	Status	Notes
18	Future Parkland Needs	Upon completing the decommissioning of the Atlas Landfill and obtaining the requisite approvals to make it accessible for public use, convert the site into a city-wide park, thereby improving the service level for that park typology. Implementation of the Vista Park Concept Plan should guide the development of this future park.	Continue	The Vista Park plan is under review.
19	Future Parkland Needs	Park and trail development/redevelopment projects should integrate comfort elements to encourage public use. At a minimum, elements may include shade, seating, lighting and/or washrooms where appropriate.	Continue	Ongoing: comfort elements are being considered on an individual basis for each park, trail, and playground renewal. Updated playgrounds since last update - Chippawa, Chaffey, Cooks Mills, Elmwood, Glenwood - all AODA compliant. Rotary Park Upgrades - pavilions, signage, asphalt pathways, lighting, rental area, washroom, Jump Start Splash Pad, new docks (with AODA accessible ramp), canopy enhancements, etc.; New Sparrow Meadows Park - Pavilion, walking trail, playgrounds, half basketball courts, open space area, new trees for shade and canopy enhancement; The Cove Park - opening spring 2025 - paved walking trails, playground, splashpad, washroom, amphitheatre area, pavilion, new trees for canopy enhancement; Baseball Diamond lighting upgrades - Plymouth, Memorial 1-4 diamonds. River Road Boat Launch - signage, new docks, garbage receptacles, and lighting. New Boardwalk Parkette in the downtown core. NWBIA Pavilion/rest area located along rec canal trail - Spring 2025. Love my Park Upgrades - benching, trees, playground surface renewal, signage, walkway enhancements,



#	Category	Recommendation	Status	Notes
20	Future Parkland Needs	Install consistent signage using the municipal brand for residents to easily identify that they are at a City of Welland park or trail. Interpretive and wayfinding signage should also be installed where appropriate so that park users can directly relate to their surroundings (including local historical or natural heritage features), learn about the benefits of physical activity, and identify connections to other community parks, recreation and culture activities and/or facilities.	Continue	Branding strategy completed for Parks and Rec. Branding is being implemented across all facilities. Signage audit is underway.
21	Horticulture and Community Gardens	Formalize a volunteer-driven approach to establishing community allotment gardens through municipal provision of in-kind and/or financial supports whereby residents and businesses mobilize into self-governing entities responsible for oversight, operation and programming of their respective community gardens.	Improve	Engagement with residents in 2021 showed difficulty in determining a suitable location downtown. Dain City faced a similar issue. Interested groups are not known at this time.
22	Horticulture and Community Gardens	In keeping with the “Rose City” identity, engage local horticultural organizations to develop and deliver intergenerational gardening programs within municipal parks and/or facilities (the valuable expertise of Parks Division Staff should also be leveraged in program design and delivery).	Remove/ Revisit	City is exploring an intergenerational gardening program with The Grand Canal
23	Off-Leash Areas	Investigate potential sites for a second off-leash area in the northern half of Welland while integrating selected amenities at the Welland Off-Leash Dog Park, at a minimum, which should include a closed-lid waste container and provision of shade (through plantings or a shade sail/structure).	Continue	Vista Park, North West Secondary Area, and Lock and Quay are noted as potential locations. Upgrades are planned for the existing park.



#	Category	Recommendation	Status	Notes
24	Trails Systems	Prepare a Trails/Active Transportation Master Plan to confirm feasibility, costs, and the potential to work with public and private landowners to implement the conceptual trails map contained in the Parks, Recreation & Culture Master Plan.	Continue	CTS is completed and being implemented. Phase One construction to begin at the North Welland Niagara College Trail connection, and the Hilda Street Trail to the Rec Canal connection. Woodlawn to Abbey Rd trail to be installed in 2025.
25	Trails Systems	Publish a Welland Trails Map that clearly identifies current trail routes in relation to other major destinations in the City. This map should be designed in a reader-friendly format that can be used as part of the communications and signage strategy for the trails system	Complete	Completed in 2025.
26	Aquatics and Fitness	Engage the YMCA of Niagara to discuss ways to collaboratively address the broad range of aquatic programming needs and address aquatics staffing challenges common to itself and the City of Welland.	Complete	The partnership agreement has been formalized with the YMCA.
27	Aquatics and Fitness	Dedicate a full-time staff person who possesses the requisite training in the aquatics sector to administer, program, and promote the City of Welland's indoor and outdoor pools. This should be implemented by converting the existing part-time Aquatics Coordinator to a full-time position (i.e. representing a 0.5 FTE increase in staffing).	Complete	A Full-Time position for a Supervisor of Recreation and Aquatics has been created.



#	Category	Recommendation	Status	Notes
28	Aquatics and Fitness	Pilot an expanded range of aquatics programming within the three outdoor pools and the Welland Recreation Corridor, the latter potentially at Rotary Club of Welland Park and/or any designated outdoor swimming areas that may be developed in the future. Programs to be tested could span advanced leadership, aquatic sports, and aquatic fitness.	Continue	Rec Rentals was moved into the downtown core. An LSS audit has been completed. The Know Your Own Swim Zones program has been implemented. Lifeguard training for the canal for lifeguarding. Adult swim pass expanded to include the lane swimming program in the outdoor pool.
29	Aquatics and Fitness	Review the recommendations that ultimately emerge out of the ongoing Outdoor Pool Rationalization Study with the aquatic implementation strategy articulated in the Parks, Recreation & Culture Master Plan (for pools and the Welland Recreation Corridor) in order to confirm the future course of action for the City of Welland's outdoor aquatic services.	Complete	The Memorial Park Pool was redeveloped as a result of this recommendation.
30	Gymnasiums	Gymnasium needs should be addressed by exploring joint or reciprocal use agreements with the District School Board of Niagara, the Niagara Catholic District School Board, Niagara College, the Niagara Centre YMCA, and other prospective community hub partners.	Improve	Funding agreement in place with YMCA to ensure gymnasium amenities are available. Working toward a joint use agreement with DSBM at the Community Hub in Dain City. Noted interest in the importance of the gymnasium at the new Community Sports Complex.



#	Category	Recommendation	Status	Notes
31	Gymnasiums	Work with pickleball organizations operating in Welland to explore how the City can facilitate access to additional times at municipal and non-municipal gymnasiums/halls, potentially through partnerships and agreements per Recommendations #6 and #30 of the Parks, Recreation & Culture Master Plan.	Complete	The opening of Empire Sportsplex supplied additional pickleball courts.
32	Sports fields	Construct two new natural grass rectangular fields, one or both of which should be located in the North West Welland Secondary Plan area.	Remove/ Revisit	Ongoing consideration. Potential future expansion at Young Sportsplex.
33	Sports fields	Re-engage ball diamond user groups to reconfirm ball diamond plans proposed for Memorial Park and investigate whether identified needs (for hardball and t-ball diamonds) can be accommodated within the 2017 Memorial Park Master Plan concept.	Complete	Parts of the 2017 Master Plan have been implemented. User groups were engaged in 2021.
34	Outdoor Sport Courts	Construct a minimum of four outdoor pickleball courts as part of implementing the Rotary Club of Welland Park redevelopment project.	Complete	The opening of Empire Sportsplex supplied additional pickleball courts.
35	Outdoor Sport Courts	Construct a total of three multi-use courts (basketball/tennis combination) to be located at a future park in the North West Welland Secondary Plan, Memorial Park and St. George Park.	Continue	Empire Sportsplex completed. St. George Park is not feasible for courts due to the NPCA wetland project.



#	Category	Recommendation	Status	Notes
36	Outdoor Sport Courts	Engage the beach volleyball community to determine whether sand courts would be supported in the Welland Recreational Corridor, both in terms of rentals as well for beach volleyball programs, camps or leagues. The ability to install lighting at the Chippawa Park sand courts should also be explored to extend rentals after dusk.	Complete	Completed as part of the Empire Sportsplex.
37	Playgrounds	Construct one natural playground at a Regional or City-Wide Park (as classified by the City of Welland Official Plan) - with consideration given to the Welland Recreational Corridor to complement its natural surroundings - while a minimum of two new playgrounds should serve future residential areas in the North West Welland Secondary Plan. Any new or redeveloped playgrounds should consider accessible components, natural play areas, and challenging/adventure play as appropriate.	Continue	AODA components are required in any new playground as per legislation. A natural playground is being considered for Merritt Island, with Liv Developments (Lock & Quay) and future parks in the North West Secondary area (Quaker Road).
38	Arts and Cultural Space	Continue to promote arts, culture and heritage activities within public spaces such as parks and civic buildings by employing a comprehensive strategy that considers design and amenity requirements, interpretive signage and public art, exhibition areas, and more.	Improve	Public Art Policy is waiting for approval. Engagement with the Arts and Cultural Advisory Committee. Additional budget needed.



#	Category	Recommendation	Status	Notes
39	Arts and Cultural Space	Establish an arts and cultural resource centre, potentially in downtown Welland. At a minimum, the City should engage local organizations and/or businesses to discuss the feasibility of such a project, prospective partnerships, as well as the funding and governance models that need to be in place prior to investing in a dedicated centre for arts and culture.	Continue	Welland Art Gallery is in the preliminary stages of establishing itself as an organization, including creating a board. The WAG is working on developing its strategic plan, including a multi-year set of goals for 2025 and beyond.
40	Arts and Cultural Space	Pursue greater inter-departmental collaboration between the Recreation & Culture Division, the Parks Division, and the Welland Public Library to coordinate program planning and delivery. In doing so, explore ways to share expertise, deliver joint programs, and minimize service duplication with the view of improving efficiencies across the Corporation.	Complete	Duplication has been reduced in recreation programming. City and Library are working together for community events such as March Break See 'New Recommendations' for Advancing and Optimizing Partnership to continue this work.
41	Public Art	The Public Art Fund's recent addition to the Departmental 2019 operating budget should be reviewed after its first full year to determine whether the funding allocation is sufficient to encourage new public art projects and the restoration/rejuvenation of existing public artworks. The City should explore the feasibility of supporting the Public Art Fund through a "One Percent for Public Art" policy, as well as preparing a Public Art Maintenance Plan, to strengthen its understanding of renewal costs and allocate funding appropriately for future years.	Continue	Public Art Fund was not established by the Council. Given the economic climate, the 1% for public art is not being considered currently. Capital budget for public art was added in 2023 (\$20K/annually/ongoing). To date, projects include rec rentals building mural, indigenous memorial block (pending) & crosswalk and public art condition assessment.



#	Category	Recommendation	Status	Notes
42	Public Art	Create a wall for street paintings and/or graffiti art in downtown Welland and/or the Welland Recreational Corridor to provide a creative outlet and discourage vandalism that might otherwise occur on private property. The wall could be permanent or temporary.	Remove/ Revisit	This recommendation was removed due to limited community interest.
43	Festivals and Events	Prepare a comprehensive Festivals & Events Strategy that defines the role and responsibilities of the City of Welland in delivering and facilitating events. The Strategy should articulate funding and staffing requirements, promotional and awareness strategies targeted to local residents and tourists across the region, and identify how existing and future physical infrastructure can be better leveraged to deliver quality experiences.	Continue	The scope of this work is being completed internally by staff in 2025 as part of the Community Services Workplan. A future strategy may be considered.
44	Resourcing Arts and Culture	Allocate the funding and staffing resources required to deliver upon the existing arts and cultural opportunities along with those articulated in the Parks, Recreation & Culture Plan such as an arts and cultural resource centre, related programming, public art and festivals/events.	Continue	Staff capacity for events and culture has been a barrier.
45	Resourcing Arts and Culture	Connect the City's arts and cultural facilities (existing and future), festivals/events, and programming through coordinated/targeted advertising and promotion, signage, and integration with and connectivity to physical infrastructure such as parks, streets and civic spaces.	Improve	Public art is beginning to be integrated into the built environment, but additional effort is needed.



#	Category	Recommendation	Status	Notes
46	Monitoring and Updating the Master Plan	Update the Parks, Recreation & Culture Master Plan in the year 2024 to coincide with the end of the five-year detailed implementation period associated with it. Progress in implementing the Master Plan should be tracked annually with results (and other related corporate achievements) communicated to City Council and the general public on a regular basis.	Continue	Completed as part of this report. Placeholder in the budget for more funding PRCMP
47	Monitoring the Master Plan	Revisit Recommendations contained in the Parks, Recreation & Culture Master Plan that will be affected by the Provincial Bill 108 to reconfirm their feasibility in light of a new legislative planning and funding framework.	Complete	In August 2022, the City Council adopted Bylaw 2022-149 on Parkland Dedication in accordance with Bill 108.



7.2 APPENDIX B – EVENTS

Table 7: Events Hosted or Supported by City of Welland

Event Name	Organization	Location	Hosted or Supported
Holiday Free Skate	City of Welland	Welland Main Arena	Hosted
Winter Wonderland at the Market	City of Welland	Market Square	Hosted
Valentine's Day at the Market	City of Welland	Market Square	Hosted
Family Day Celebration and Skate	City of Welland	LIV Communities Arena	Hosted
March Break Skate	City of Welland	LIV Communities Arena	Hosted
St. Patrick's Day at the Market	City of Welland	Market Square	Hosted
Mayor's Fundraiser Breakfast	City of Welland	Blue Star	Hosted
Opening Night Gala – Canalside Players	City of Welland	Welland Community Centre	Hosted
51st Annual City of Welland Sport Awards Night	City of Welland	Casa Dante	Hosted
Regular Performances – Canalside Players	City of Welland	Welland Community Centre	Hosted
Free Tree Giveaway	City of Welland	Market Square	Hosted
City of Welland Volunteer Appreciation	City of Welland	Welland International Flatwater Centre	Hosted
Earth Day/Easter at the Market	City of Welland	Market Square	Hosted



Event Name	Organization	Location	Hosted or Supported
World Tai Chi Day	City of Welland	Market Square	Hosted
Welland Community Center Membership Appreciation	City of Welland	Welland Community Center	Hosted
Mother's Day at the Market	City of Welland	Market Square	Hosted
Victoria Day Celebration	City of Welland	Welland Sports Complex	Hosted
Concerts on the Canal	City of Welland	Merritt Park Amphitheatre	Hosted
Berry Bonanza at the Market	City of Welland	Market Square	Hosted
Canada Day Celebrations	City of Welland	Merritt Park and Amphitheatre	Hosted
Concerts on the Canal	City of Welland	Merritt Park Amphitheatre	Hosted
Music at the Supper Market	City of Welland	Market Square	Hosted
Concerts on the Canal	City of Welland	Merritt Park Amphitheatre	Hosted
Music at the Supper Market	City of Welland	Market Square	Hosted
Music at the Supper Market	City of Welland	Market Square	Hosted
Concerts on the Canal	City of Welland	Merritt Park Amphitheatre	Hosted
Music at the Supper Market	City of Welland	Market Square	Hosted
Music at the Supper Market	City of Welland	Market Square	Hosted
Music at the Supper Market	City of Welland	Market Square	Hosted



Event Name	Organization	Location	Hosted or Supported
St. George Family Day	City of Welland	St. George Park	Hosted
Music at the Supper Market	City of Welland	Market Square	Hosted
Concerts on the Canal	City of Welland	Merritt Park Amphitheatre	Hosted
Music at the Supper Market	City of Welland	Market Square	Hosted
Doggy Paddle	City of Welland	Rosie Smith Pool	Hosted
Music at the Supper Market	City of Welland	Market Square	Hosted
Concerts on the Canal	City of Welland	Merritt Park Amphitheatre	Hosted
Mayor's Charity Event	City of Welland	WIFC Celebration Hall	Hosted
Fall Festival at the Market	City of Welland	Market Square	Hosted
Thanksgiving at the Market	City of Welland	Market Square	Hosted
Halloween Display Self-Guided Tour	City of Welland	Various Locations	Hosted
Hallowe'en at the Market	City of Welland	Market Square	Hosted
Remembrance Day at the Market	City of Welland	Market Square	Hosted
Santa Claus Parade and Tree Lighting	City of Welland	East Main Street and Civic Square	Hosted
Canalside Players present A Christmas Carol	City of Welland	WCC	Hosted
Christmas at the Market	City of Welland	Market Square	Hosted
Winter Lights Self-Guided Tour	City of Welland	Various Locations	Hosted



Event Name	Organization	Location	Hosted or Supported
Christmas at the Market	City of Welland	Market Square	Hosted
Holiday Free Skate	City of Welland	LIV Communities Arena	Hosted
New Year's Eve Free Skate	City of Welland	LIV Communities Arena	Hosted
Wall of Fame Induction Ceremony	City of Welland	Seaway Mall	Hosted
Welland Hope Floats Challenge	Alkame Dragon Boat Services	WIFC North Course	Supported
Alzheimer's Awareness Month: Maintaining a Healthy Brain	Alzheimer Society of Niagara Region	Hunter's Pointe Community Centre	Supported
World Autism Flag Raising	Autism Ontario	Welland Civic Square	Supported
Welland Open Water Swim and Run Challenge	CanAqua Sports Inc	Waterway Northern Reach	Supported
Welland Canal Open Water Swim	CanAqua Sports Inc	WIFC North Course	Supported
Welland Midsummer Swim Classic	CanAqua Sports Inc.	WIFC North Course	Supported
CKO – Ontario Championships	Canoe Kayak Ontario	WIFC North Course	Supported
CKO Development Training Camp	Canoe Kayak Ontario Sprint	WIFC North Course	Supported
Central Ontario Rowing Association Championships	Central Ontario Rowing Association	WIFC South Course	Supported
Christian Heritage Month Flag Raising	Christian Heritage Month	Civic Square	Supported



Event Name	Organization	Location	Hosted or Supported
New Year's Eve Celebrations	City of Welland and YMCA of Niagara	YMCA Welland	Supported
Coldest Night of the Year	Coldest Night of the Year & Open Arms Mission	Niagara College	Supported
Welland Runs for Canada	Cultural Niagara Corporation	Merritt Island	Supported
Pickle 6 Km Race	Emitting Wellness	Merritt Island	Supported
Julia's Hope Cup	Julia's Hope Cup	Chippawa Park	Supported
Welland Salsa & Cumbia Festival	Latin Niagara Entertainment	Merritt Park and Amphitheatre	Supported
Meals on Wheels Flag Raising	Meals on Wheels	Civic Square	Supported
Pro Wrestling Event	Millennials Wrestling Organization	LIV Communities Arena	Supported
Barrelman Triathlon	Multisport	WIFC North Course and Various Roads	Supported
Rose City Triathlon	Multisport Canada Productions Inc.	WIFC North Course	Supported
Welland Girls Sports Day	Niagara College/City of Welland	Empire Sportsplex	Supported
Water Lantern Festival	Niagara Folks Arts Multicultural Centre	Chippawa Park Pond	Supported
Patty Valleriani Memorial Car Show	Patty Valleriani Memorial Car Show	Merritt Park	Supported
Row Ontario Masters Training Camp	Row Ontario	WIFC North Course	Supported



Event Name	Organization	Location	Hosted or Supported
Tony Biernacki Sr. Memorial Regatta	Row Ontario/City of Welland	WIFC North Course	Supported
RowOn Masters Championships	Row Ontario/City of Welland	WIFC North Course	Supported
RowOn Championships	Row Ontario/City of Welland	WIFC South Course	Supported
Canada's Circus Spectacular	Sarasota Box Office DBA Canada's Circus Spectacular	LIV Communities Arena	Supported
South Niagara Invitational	South Niagara Rowing Club	WIFC South Course	Supported
Head of the Welland 5 Bridges Fall Classic	South Niagara Rowing Club	WIFC North Course and Waterway	Supported
Swim Ontario Open Water Provincial Championships	Swim Ontario	WIFC North Course	Supported
Terry Fox Walk-a-Thon	Terry Fox Foundation	Merritt Island	Supported
WCMC Poki-Barbi-Dan	Welland County Motorcycle Club	Welland County Motorcycle Club	Supported
WCMC Claire's Night of Thunder Opening Night	Welland County Motorcycle Club	Welland County Motorcycle Club	Supported
WCMC 3rd Annual Battle of the Border	Welland County Motorcycle Club	Welland County Motorcycle Club	Supported
WCMC Flat Track Canada National	Welland County Motorcycle Club	Welland County Motorcycle Club	Supported
WCMC Vintage and Reunion Night	Welland County Motorcycle Club	Welland County Motorcycle Club	Supported



Event Name	Organization	Location	Hosted or Supported
WCMC Jim Bodner Jr. Memorial	Welland County Motorcycle Club	Welland County Motorcycle Club	Supported
WCMC Lime Run	Welland County Motorcycle Club	Welland County Motorcycle Club	Supported
WCMC Autograph Night	Welland County Motorcycle Club	Welland County Motorcycle Club	Supported
WCMC Fallen Members Ride	Welland County Motorcycle Club	Welland County Motorcycle Club	Supported
WCMC Les Washbon Memorial Twins Night	Welland County Motorcycle Club	Welland County Motorcycle Club	Supported
11th Annual Mustache Ride	Welland County Motorcycle Club	Welland County Motorcycle Club	Supported
WCMC Bikefest	Welland County Motorcycle Club	Welland County Motorcycle Club	Supported
WCMC Fall Classic	Welland County Motorcycle Club	Welland County Motorcycle Club	Supported
World Championship Hare & Hound	Welland County Motorcycle Club	Welland County Motorcycle Club	Supported
WCMC Hallowe'en Party	Welland County Motorcycle Club	Welland County Motorcycle Club	Supported
WCMC Awards Banquet	Welland County Motorcycle Club	Welland County Motorcycle Club	Supported
WCMC Barry's Blue Balls Brunch Run	Welland County Motorcycle Club	Welland County Motorcycle Club	Supported
WCMC Kid's Christmas Party	Welland County Motorcycle Club	Welland County Motorcycle Club	Supported



Event Name	Organization	Location	Hosted or Supported
Welland FloatFest	Welland FloatFest	Rotary Park & Lincoln Street Docks	Supported
PA Day @ the Museum: Interactive Activities and Crafts	Welland Museum	Welland Museum	Supported
March Break Camp: Builders and Makers	Welland Museum	Welland Museum	Supported
Insights Into Our Past: Discover the History of Maple Syrup in Canada, including the infamous heist	Welland Museum	Welland Museum	Supported
Insights Into the Past: Niagara's Black History: Discovering Communities and Events with Rochelle Bush	Welland Museum and Welland Public Library	Welland Museum	Supported
Feeding with Confidence	Welland Public Library	Main Branch	Supported
Nature's Masterpieces	Welland Public Library	Main Branch	Supported
Yoga For Older Adults	Welland Public Library	Seaway Mall Branch	Supported
ESL Conversation Circle	Welland Public Library	Main Branch	Supported
Winter Après Work Relaxing Yoga with Deb Zahra	Welland Public Library	Seaway Mall Branch	Supported
Welland McMaster Family Health Team	Welland Public Library	Seaway Mall Branch	Supported
PAWS Therapy Dogs	Welland Public Library	Seaway Mall Branch	Supported
Family Yoga	Welland Public Library	Seaway Mall Branch	Supported



Event Name	Organization	Location	Hosted or Supported
Yoga For Older Adults	Welland Public Library	Seaway Mall Branch	Supported
Pop-Up Produce Market	Welland Public Library	Main Branch	Supported
ABC Facilitated Reading	Welland Public Library	Main Branch	Supported
ESL Conversation Circle	Welland Public Library	Main Branch	Supported
Tactile and Visual Communication	Welland Public Library	Main Branch	Supported
Yoga For Older Adults	Welland Public Library	Seaway Mall Branch	Supported
ESL Conversation Circle	Welland Public Library	Main Branch	Supported
Winter Après Work Relaxing Yoga with Deb Zahra	Welland Public Library	Seaway Mall Branch	Supported
Service Canada – Understanding the new Basic Dental Care	Welland Public Library	Main Branch	Supported
Historical Niagara with Dave Bennison	Welland Public Library	Seaway Mall Branch	Supported
Yoga For Older Adults	Welland Public Library	Seaway Mall Branch	Supported
ESL Conversation Circle	Welland Public Library	Main Branch	Supported
Early Literacy with Babies	Welland Public Library	Main Branch	Supported
ESL Conversation Circle	Welland Public Library	Main Branch	Supported
Intro to Conversational French	Welland Public Library	Seaway Mall Branch	Supported
Learn Guitar with Musician David Coruzzi (3 weeks)	Welland Public Library	Main Branch	Supported



Event Name	Organization	Location	Hosted or Supported
PAWS Therapy Dogs	Welland Public Library	Seaway Mall Branch	Supported
Pop-Up Produce Market	Welland Public Library	Main Branch	Supported
Soap Making with Cherry Suds	Welland Public Library	Main Branch	Supported
Library Jams: A Concert Series Featuring Marcello Multari	Welland Public Library	Main Branch	Supported
Library Jams: A concert Series Featuring Ian Fitze Band	Welland Public Library	Seaway Mall	Supported
Meditation/Journaling with Marcia	Welland Public Library	Seaway Mall Branch	Supported
Library Jams: A Concert Series Featuring Mike Kuchar Band	Welland Public Library	Main Branch	Supported
Family Yoga	Welland Public Library	Seaway Mall Branch	Supported
Live Paint Night with Robin	Welland Public Library	Seaway Mall	Supported
TELUS Wise: Cyberbullying Workshop for Pink Shirt Day	Welland Public Library	Virtual Event	Supported
Master Gardener Aleksia Shoalts: Invasive Species Talk	Welland Public Library	Seaway Mall Branch	Supported
PAWS Therapy Dogs	Welland Public Library	Seaway Mall Branch	Supported
Planetarium	Welland Public Library	Seaway Mall – Center Court	Supported
Pop-Up Produce Market	Welland Public Library	Main Branch	Supported
Dogman Fun: Dogtopia!	Welland Public Library	Seaway Mall Branch	Supported



Event Name	Organization	Location	Hosted or Supported
Diamond Coaster Paintings	Welland Public Library	Main Branch	Supported
Swiftly Into the Night: A Taylor Swift Teen Party	Welland Public Library	Main Branch	Supported
Dan The Music Man	Welland Public Library	Welland Community Center	Supported
Improv Class for Kids	Welland Public Library	Main Branch	Supported
Niagara College-Newcomer Language Programs	Welland Public Library	Main Branch	Supported
Family Paint	Welland Public Library	Seaway Mall Branch	Supported
Resumes and Job Searching for Teens with Job Gym	Welland Public Library	Main Branch	Supported
SJA Babysitters Course	Welland Public Library	Main Branch	Supported
Crystal and Mineral Treasures	Welland Public Library	Main Branch	Supported
The Brain Injury Association of Niagara Information Booth	Welland Public Library	Main Branch	Supported
Pop-Up Produce Market	Welland Public Library	Main Branch	Supported
Feeding with Confidence	Welland Public Library	Main Branch	Supported
An Afternoon with Rachel Rosen	Welland Public Library	Seaway Mall Branch	Supported
Yoga with Andrea	Welland Public Library	Main Branch	Supported
Niagara College – Newcomer Language Programs	Welland Public Library	Main Branch	Supported
Niagara's Mobile Closet	Welland Public Library	Main Branch	Supported



Event Name	Organization	Location	Hosted or Supported
Teen Scene: Love in a Jar	Welland Public Library	Main Branch	Supported
Photo Preservation with the Welland Museum	Welland Public Library and Welland Museum	Seaway Mall Branch	Supported
Rose Festival Days in the Park	Welland Rose Festival Inc.	Merritt Park and Amphitheatre	Supported
Rose Festival Children's Fishing Derby	Welland Rose Festival Inc.	Lincoln Street Docks	Supported
Rose Festival Grande Parade	Welland Rose Festival Inc.	King St. and East Main St.	Supported
Worship On the Water	WellSpring Community Church	Merritt Park Amphitheatre	Supported
WOD Trials & Championships	Western Ontario Division of Canoe Kayak Canada	WIFC North Course	Supported
WOD High Performance Regatta – Division Regatta	Western Ontario Division of Canoe Kayak Ontario	WIFC North Course	Supported



7.3 APPENDIX C – CONSOLIDATED 2019 CATEGORIES

Table 8: Consolidated categories for 2025 PRCMP Recommendations

NEW CONSOLIDATED CATEGORY	2019 CATEGORIES
1 Healthy Living	New Category
2 Prioritizing Inclusion and Accessibility	Older Adults, Inclusive, Youth
3 Arts and Culture Development	Arts and Cultural Space, Public Art, Festivals and Events, Resourcing Arts and Culture
4 Evolving Parks Systems	Future Parkland Needs, Off-leash Areas, Horticulture and Community Gardens, Playgrounds
5 Recreation Corridor and Canal Access	Welland Recreation Corridor, Trails Systems
6 Volunteer and Community Capacity	Volunteer Capacity
7 Strategic Partnerships	Partnership
8 Facility Planning and Operations	Aquatics and Fitness, Gymnasiums, Outdoor Sport Courts, Sports Fields, Trails Systems
9 Operational Capacity	City Programs, Marketing and Communications
10 Monitoring and Evaluation	Monitoring and Updating the Master Plan

