

## CORPORATION OF THE **CITY OF WELLAND**

Bridging the Past, Present and Future

## **WELLAND** AT A GLANCE

Welland is experiencing an exciting change and growing to suit the needs of residents, investors, and its thriving business community

The City is emerging as a sport tourism destination for recreational and competitive athletes from across the globe, and is becoming a larger voice in leading digital industry and skilled trades. Home of the Welland International Flatwater Centre, Welland offers visitors world-class competition, along with breathtaking concerts and sporting events. Just 135 km from Toronto Pearson Airport, 70 km from Hamilton International Airport, 48 km from Buffalo International Airport, and 8 km from Niagara Central Dorothy Rungeling Airport: Welland is easy enough to find and a great place to explore.



52,293 23,323



**Private Dwellings** 

24

**Kilometres** 

of Trail



81.04km<sup>2</sup> Land Area

726 **Building Permits** 



Acres of

Waterway

**Population** 







400+

Acres of Parks

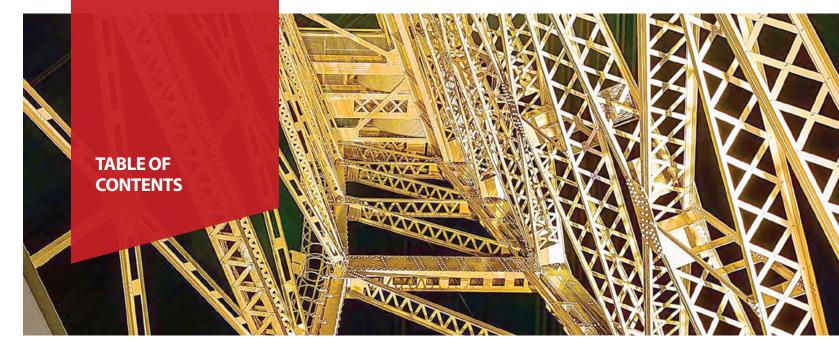


7,800+French-Speaking Population **Population** 









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- **EMPOWERING TOMORROW**
- CELEBRATING PAST, PRESENT & FUTURE

The City of Welland would like to thank Mr. Anthony Gallaccio, whose photographs can be viewed throughout the 2017 Annual Report.



# MAYOR'S **MESSAGE**

Our commitment to promote the city, build partnerships, and secure investors made 2017 a productive year for Welland



t's my pleasure to present the City of Welland 2017
Annual Report on behalf of myself and Welland City
Council. 2017 was a year of significant growth and
positive economic, social and cultural achievement.

Industrial/commercial activity in Welland was exceptional in 2017. The 500,000 sq. ft. GE facility neared completion and is set to begin operation in mid-2018. Word is out on Welland's reputation as a leading area to do business. Our cross functional development team's ability to provide a single source for all information required by developers, our ability to get projects in the ground faster than any other

municipality and our lucrative financial incentives reinforce this reputation. The team attracted and enabled new industries and expansions worth hundreds of millions of dollars in 2017 and into 2018 which will result in local jobs and economic activity for decades. We continue to promote the City to the global investment community, develop and maintain strong partnerships through our intergovernmental and business network relations programs.

A notable "win" that resulted from working with upper levels of government was our success in convincing the province to reverse its decision to close the Welland Hospital ... ensuring that residents and investors can rely on quality health services.

As one of only 26 Ontario municipalities with a bilingual designation – the City has embraced the importance of our Francophone community through several initiatives including providing multiple pages of French content on our website.

Please take some time to review the following pages in this report and you will see why I am proud of Welland's achievements in 2017 and why I am extremely optimistic for an excellent 2018. Hopefully you will want to be a participant in Welland's success story!

Frank Campion, Mayor

# WELLAND CITY COUNCIL



## Welland City Council is pleased to present the 2017 Annual Report

City Council governs the City of Welland to ensure civic services that the public needs and wants are provided affordably and appropriately.

#### Our Mission

To plan for and provide a vibrant, safe community which promotes healthy living and supports business growth. To respond to the diverse needs of our community in a timely, innovative and effective manner, through teamwork and partnerships.

# Strategic Priorities 2014 to 2018

- Canal Lands
- City Infrastructure
- Financial Management
- Business Development and Job Creation
- Community Engagement,
   Communications, and Culture

Seat left to right are Councillors:
Michael Belcastro, Mary Ann Grimaldi,
Mayor Frank Campion, Bonnie Fokkens,
and Claudette Richard.
Standing left to right are Councillors:
Mark Carl, David McLeod,
Tony DiMarco, John Chiocchio,
Jim Larouche, Pat Chiocchio,
John Mastroianni, and Leo Van Vliet.





## CAO'S **MESSAGE**

Welland has redefined itself as a "smart" city committed to enhancing the liveability, workability, and sustainability of our community

hank you for taking the time to read our 2017
Annual Report. On behalf of city staff, it's an honour for me to provide a brief message as you review key accomplishments and strategic initiatives from 2017 and see our areas of focus for 2018.

2017 was a growth year for the city, not just in terms of increased population and new industrial development. Equally important was the fact that the city continued to change and rebrand itself in 2017 to ensure we are competitive in a global economy and continue to attract new residents and investment. Welland has redefined itself as a "smart" city committed to enhancing the liveability, workability, and sustainability of our community. This is a key theme of this Annual Report and it's changing how we do business as an organization; how we manage and lead; and how we deliver programs and services for our residents.

Our "smart" focus is part of a culture of innovation that is contributing to a passionate and positive workplace culture and generating bold ideas, service excellence, and a collaborative approach to solving challenges and capitalizing on opportunities.

This "smart" approach along with strategic investments from 2017 provide a solid foundation on which to proceed with our "city-building" initiatives in 2018 and beyond. We're expecting 2018 to be another year of positive and transformative change for Welland.

The successes and highlights from 2017 are a result of



strong Council support and hard working and professional city staff who are working collaboratively to make a difference and get results for the community. Thanks for your interest in Welland's progress and we look forward to updating you throughout the year.

Gary Long
Chief Administrative Officer

# **SMART CITY** GOVERNANCE INSPIRES **SMARTER COMMUNITIES**

A Smart City is more than a destination: it is a journey that connects community to technology and technology to economy

Welland grew smarter in 2017 when city staff embraced a holistic approach to creating, providing, and delivering public services. Through collaboration and creative thinking, Welland is growing sustainable change through the **Internet of Things**, and creating partnerships that **enrich the quality of life for citizens.** 

## A Smart City Isn't Bigger: It's Better

Smart Cities are not being designed to confuse people or to make living more complex. **Smart Cites actually make life easier** and provide autonomy to citizens and business owners. A **smarter city finds efficient strategies** to deliver services with sustainability

and affordability on the forefront.
With data and technology, Welland is striving to improve the livability for everyone by **modernizing public**services. The City of Welland is committed to embracing collaboration and thinking bigger to create a better, smarter city that connects its citizens to opportunities.

Welland made the Most Improved City list in the Public Sector Digest Open Cities Index for 2017. The city moved up 37 spots to rank 20th from 57th in 2016, which included a significant expansion of open data offerings.

Free public WiFi was launched at Market Square and expanded at Civic Square. To increase public engagement and bring the city's Council Meeting to you, rather than you to us, the city began live streaming its Council Meetings.

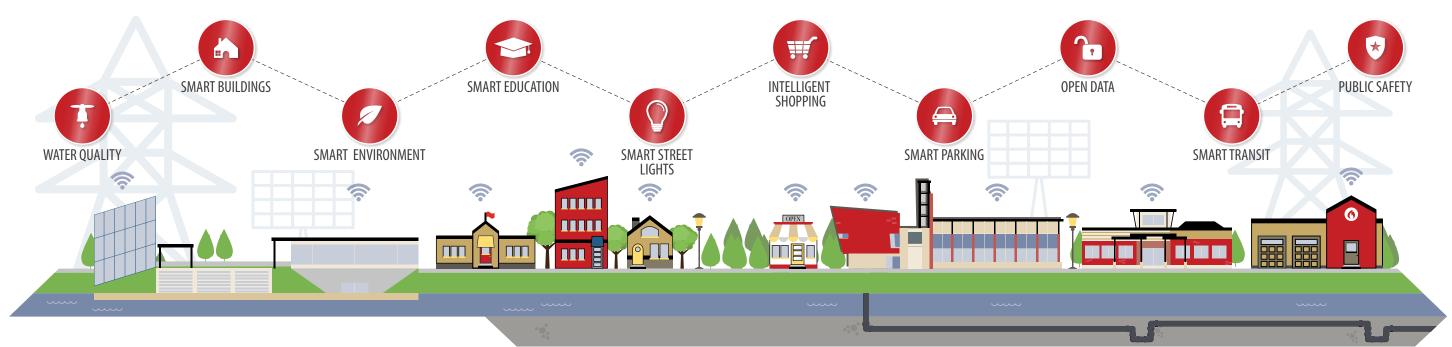
City staff completed an evaluation of 340 km of sidewalk and pathways in a one-year record-breaking time. How did they do it? The evaluation was made possible through the use of GPS and cloud-based technology that records information and digital images. What does this mean for our citizens? Information collected will be used to **quickly track repairs digitally** and keep that information in the city's database through a GIS system.

City staff continue to expand their use of GIS software to help evaluate and prioritize the repair and replacement of various infrastructure in the city. This helps staff budget for future infrastructure projects by focusing on critical infrastructure first.

Staff have recently completed a sanitary sewer model of the entire

city. This model will be instrumental in planning future capital projects and development opportunities. Leveraging the sewer model along with the watermain model will provide real-time information and assist with infrastructure decisions.

In order to give residents the opportunity to have better control and real-time data of their water usage, the city partnered with Alert Labs to offer a \$100 discount on a Flowie and Floodie purchase. These tools **give residents** the autonomy to reduce water consumption through real-life data and address a flood before significant damage occurs. See Transit // 12





WELLAND MADE
THE "MOST IMPROVED"
CITY IN THE PUBLIC
SECTOR DIGEST
OPEN CITIES INDEX
FOR 2017. THE CITY
MOVED UP 37 SPOTS
TO RANK 20TH
FROM 57TH
IN 2016.

## Welland Transit Gets Automated

// From page 11

Transit introduced a new automated fare collection system, including new fare boxes and a more secure comprehensive vaulting and reporting system. Staff now have a better understanding of rider demographics and payment preference of each demographic.

#### **// SMART CITY GOVERNANCE**

# Welland is Thinking BIGGER in 2018

Public Engagement is essential to understanding public opinion and building a transparent governance model. City staff are excited to launch a new public engagement platform that will allow the public to be heard through a user-friendly APP. City staff will have the tools to better inform, engage, and facilitate communication with residents and stakeholders.

To better contain costs and find savings, the city has signed a Memorandum of Understanding that will partner Welland with Thorold in joint procurement initiatives.

The city is implementing **Honk Mobile** this year for a quicker,
convenient parking payment option.
The days of waiting at pay stations
and scrounging for change will be a
thing of the past. Simply pull into a
Honk Mobile zone, select the amount
of time, and with a tap of a button the
session is paid and a receipt is emailed
to the customer within seconds.

The City has budgeted for an ISO 37120 certification in 2018. Being ISO certified in Sustainable Development of Communities Indicators for City Services and Quality of Life will guarantee the



Honk Mobile Parking App coming to Welland in 2018

municipality's commitment to move Welland forward as a **smarter city and expansion of open data**.

Staff will have new high-resolution digital colour aerial photography surface model, and building polygons to use this year for a better, more accurate understanding of land surface and city assets. As a cost-effective solution, the city is partnering with local governments and agencies.

The city will begin working with a new web-mapping and mobile App this year to track and record city assets. Having a detailed list of municipal assets assists staff in monitoring maintenance and replacement.

Staff will grow and expand free public WiFi in other public places to keep citizens better connected.

# EMPOWERING CITIZENS

# **Better Communication Through Creative Solutions**

The **Communications Department** began to re-think its communication strategy in 2017. The city's **public engagement** processes was a hot topic because staff wanted a new, more dynamic approach to **reaching and connecting with citizens**. Citizens are no longer a passive audience on the communication landscape.

Staff are becoming more **passionate about listening** rather than being heard. Over the duration of the city's 2017 communication strategy, staff introduced **Facebook Live** at public engagement meetings, invested in **paid social media campaigns**, and invited citizens to engage in public presentations and participate through comprehensive surveys.



7,000 Twitter Followers



2,300 Facebook Likes



50 Media Releases/ Public Service



**24**Radio Community
Messages



**26**Bi-Weekly
Welland E-Bulletin



12 Mayor's Monthly Column





# CREATIVE COMMUNITIES INSPIRE

**Your Services: Your Way** 

A collaborative approach to service delivery links citizens to their city. Connecting the city's Public Works Department to the Recreation and Culture Division, allows a **better flow of communication** and essentially brings more improved programs, parks, and place-making. Exploring public-private partnerships also made an exceptional social impact on the city and citizen's quality of lives.









# Reinventing Community with Provincial and Federal Grants

\$91,580	Canada 150
\$56,000	Elderly Persons Centre
\$24,217	Niagara Healthy Kids Community Challenge
\$2,975	Seniors Literacy Program

#### The City's Outdoor Swimming Pools are Free to the Public

278	Swim Lesson Registration
29,043	Public Swimming Visits
34	Camp Swims
100	Dogs at Welland's First

Annual Dog Paddle

# Empowering Children with Play

4,196	Daily Camp Registrations
97%	Occupancy Rate
98	Campers Per Day
\$3,000+	Donations To Campers





#### Keeping your Public Space Playable

Public Space Playable	
272	Acres of Waterway
1.3M	m <sup>2</sup> of Calm, Clear, Water
24	Kilometres Of Trails
13	Beautiful Walking Paths
400+	Acres Of Parks
15+	Baseball Diamonds
8	Outdoor Soccer Fields
4	Competition Quality Sanded Volleyball Courts
4	Community Centres
14	Skating Rinks
33	Playgrounds
4	Commemorative Gardens
3	Splash-Pads

#### CREATIVE **COMMUNITIES INSPIRE** // CONTINUED

From sports fields to the local Farmers' Market, public spaces and facilities are designed to inspire community engagement











## **Building an Active Community Centre**

**2,432** Members and growing

**31** Health & fitness programs

**29** Drop-in programs

**14** Aquatic & therapeutic programs

#### **Welland Arenas**

**43** Paid public skates

**22** Free public skates

**3,400+** Hours of ice time rented for the 2017/2018 Season

#### Welland Farmers' Market

**150** Visitors per hour (May – September)

**80** Vendors

91% Occupancy

Heritage Market, celebrating 110 years of the Welland Farmers Market

882 free samples of produce given to children during the 2017, part of **Healthy Kids Community Challenge** 

Addition of **Blender Bikes**, used every Smoothie Saturday at the Market

#### Welland's Recreation Corridor

3 National championships

4 Provincial championships

**3** Regional championships

**10,000+** Participants in 6 sporting disciplines

**3,594** Rentals in canoe, kayak, stand up paddle board and/or pedal boat through City of Welland Boat Rental Program

#### **Empowering Athletes** at Youngs Sportsplex

**6,413** Rentals

6 Tournaments hosted

Partner/Host Venue to the 2021 Summer Games Niagara

## **STRENGTHENING THE CITY'S COMMUNITY INFRASTRUCTURE** IN A CITY THAT IS **GROWING AND BECOMING MORE DYNAMIC IS KEY TO HEALTHY AND HAPPY COMMUNITIES."**

Gary Long, CAO







## **STRENGTHENING YOUR SERVICES**

## **Emergency Services in the Community**



## Welland Fire and Emergency Services 2017

**Welland Fire and Emergency Services** was challenged with a greater demand for services in 2017 as the city continued to grow.

Our staff have conducted an aggressive public education campaign on installation and maintenance of smoke and carbon monoxide alarms.

**Empowering residents** through public education and fire safety training helped save lives in 2017.



#### **New Additions:**

- 2017 Spartan Pumper for Station 3 on Prince Charles Drive
- 2017 Ford F550 Rescue Truck for Station 2 on King Street

**PUBLIC EDUCATION** IS EQUALLY AS **IMPORTANT AS EMERGENCY** RESPONSE. **PROVIDING RESIDENTS WITH SAFETY INFORMATION PRODUCED GREAT RESULTS"** 

**Brian Kennedy** Fire Chief



2,748



2,629 Responses in 2016

Responses in 2017



## Independence through Public Transit

**1,001,475** Trips provided

12,845 WellTrans trips provided

63,070 Hours of service

\$691.259 Provincial Gas Tax

Not only did Welland Transit launch a new design with the city's corporate logo in 2017, it also launched **extended services**, which has provided riders with more autonomy to get where they need to go. Extending the Saturday and Sunday bus **service** now provides weekend riders with a broader range of travel time. Ridership grew exponentially in 2017, warranting another hire to the team. The new Transit Supervisor is assisting with Welland Transit's demand on efficient affordable services.

Transit added **two new mid-size** buses to the fleet, along with better, more efficient maintenance tools.



### Safer Neighbourhoods is a Priority



10,900 **Parking Tickets** Issued



\$322,568 **Total Revenue** Generated



1,200 Bylaw Officer Investigations



59 **Pool Permits** Issued

# INFRASTRUCTURE REINFORCES CIVIC PRIDE

Sustainable infrastructure is essential to building a healthy economy and enriching the quality of life for the public

The city's engineering staff focused on securing funds in 2017 to invest in community inspired capital projects.

City staff continually update the asset management plan as they obtain new information and utilize new technology. This ensures we maximize tax dollars on capital investments that are compliant with government regulations and ensures that the city is eligible for government (Federal and Provincial) funding.

# Received \$1,392,856 in Clean Water and Wastewater Funding from

the Provincial Government, which is being invested to replace ageing infrastructure in the Dorothy Street, Evan Street, and Margery Road area.

Received \$1,519,341 in Provincial and Federal Gas Tax funding which has been used to fund transit projects and reconstruction projects throughout the city.

Received **funding from the Region** through the Combined Sewer Overflow (CSO) and **Public Realm Investment Program**, which was invested in sewer separation and





complete streetscaping and trail due to a laconstruction. due to a laconstruction.

General Electric is another step closer to completion due to last year's improvements at Highway 140 and Buchner Road. This will serve as the main entranceway for the Brilliant Facility.

The City of Welland continues to be a leader in assessing the vulnerability of infrastructure due to climate change. Staff are now revising the city's **Municipal Design Standards** 

due to a better understanding of the impact of climate change on the city's stormwater and wastewater infrastructure.

#### **Other Notable Grants**

**\$2.78M** Small Communities Fund

\$1.4M Ontario Community
Infrastructure Funding

**3.6 Kilometres**Urban Roads Reconstructed/Resurfaced

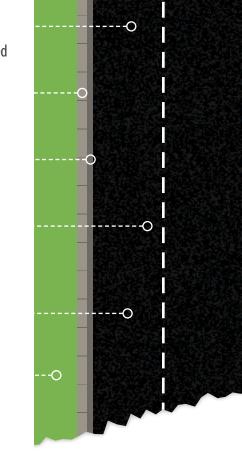
1.7 Kilometres
Sidewalks Replaced

4.3 Kilometres
Curbs Replaced

1.8 Kilometres
Rural Roads Resurfaced
(Surface Treatment)

8,000 Tonnes
Asphalt Laid on Roadways

**340 Kilometres** Sidewalk, Canal Trail Inspection





**0.80 Kilometres**Sanitary Sewer Constructed/Replaced

1.8 Kilometres
Cast Iron Watermain Replaced

270 Utility Cuts (water/sewer) Reinstated

## **INVESTING IN PEOPLE: EMPOWERING INVESTORS**

When you're ready to open your doors, our highly skilled labour force of more than 25,000 is also ready

Welland houses one of the most admired research colleges in the country, which also offers exceptional training and manufacturing intelligence. Through a collaborative success-driven approach, we are marshalling both public and private resources through academic and industry partnerships, and driving research and innovation to ensure sustainable growth for our businesses, citizens, and partners.





\$1.04M City-owned land sales



70 Unit townhouse development began construction on Prince Charles Drive



75.000 Sg. Ft. Expansion to Northern Gold Foods with an investment of \$21,120,000, creating an additional 25 Jobs



500.000 Sg. Ft. GE Brilliant Factory neared completion



40 Businesses were supported with start-ups from 2016 to 2017 by Welland Enterprise Centre

## **NIAGARA'S RECENT RANKING AS THE SECOND STRONGEST ECONOMIC MOMENTUM** THROUGHOUT **CANADAISA REFLECTION ON OUR** 2017 PROGRESS."

Dan Degazio Director of Economic Development

### How We Made 2017 a Successful Year

The Economic Development Office aggressively promotes the following tools to attract investment and growth in the City of Welland because we want your business.



**Gateway Economic Zone CIP** provides financial incentives to property owners who revitalize, strengthen and diversify the economy in Welland by promoting private sector investment, development, redevelopment, and construction activity on employment lands in the

Gateway CIP Project Area.

**Brownfield Community Improvement** Plan (CIP) – provides a framework of financial incentive programs, strategies, and actions to encourage and promote remediation and redevelopment of Brownfield properties within the defined project area.

**Downtown and Health and Wellness Cluster CIP** – Financial incentive programs to nurture revitalization, reinforces diversity in downtown as a transit supportive area, and encourages strength in the Health and Wellness Cluster.

**Development Team Approach –** combines building, planning, engineering, and utility representatives into one development team. This allows investors and developers to work with all services at one time. This team provides a coordinated and speedy approach to obtaining the necessary site plan approvals and building permits.

#### **Foreign Trade Zone Designation**

- Niagara is designated as a Foreign

Trade Zone (FTZ) point, a status that allows companies to take advantage of incentives designed to make it easier and financially feasible to import and export products.

Welland Enterprise Centre provides the information, resources and tools entrepreneurs need to start and grow a business.

## Community **Improvement Plan** (CIP) Incentive **Applications**

#### Downtown and Health and Wellness (CIP) Cluster

Encourages revitalization, development, and redevelopment

**14** Applications approved

**\$6,59M** Total project costs

\$761,017 Total grant amounts

#### **Brownfield**

Encourages remediation, redevelopment, and a sustainable environment

9 Applications approved

**\$7,05M** Total project costs

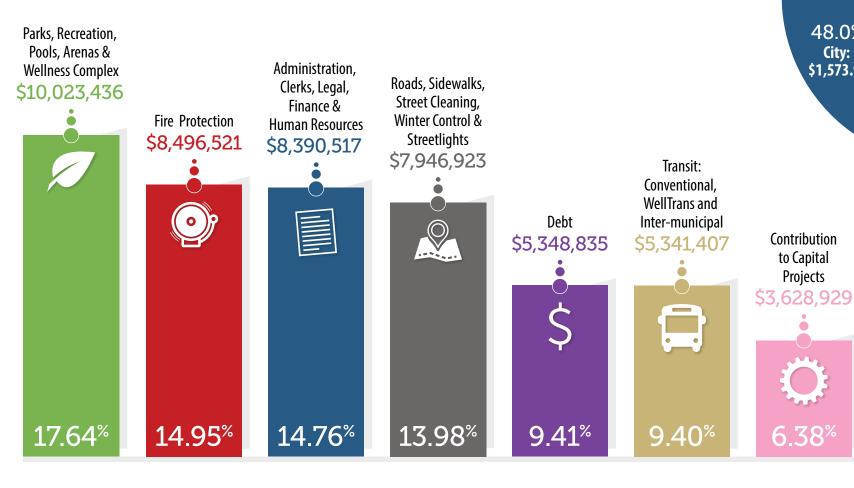
\$362,103 Total grant amounts

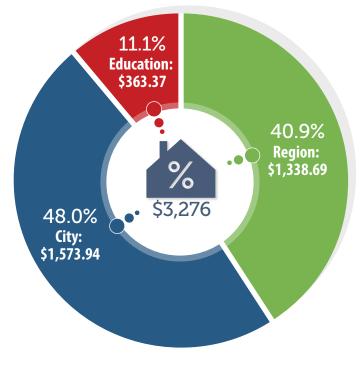
**\$1.4M+** In tipping fees saved by local business for brownfield cleanup due to City of Welland/Atlas Landfill Remediation Project.

## **STRENGTHENING** YOUR TAX DOLLAR

The city's Finance Department is focused on stretching your tax dollars so the city can continue to provide quality programs and services to the public

### // 2017 OPERATING BUDGET: \$56,840,976





Community

& Economic

Development

4.36%

Contribution

to Capital

**Projects** 

6.38%

# Planning, Building **Operating Grants** (Library, Museum, Contribution \$2,478,449 to Reserves \$2,433,241 666 4.28%

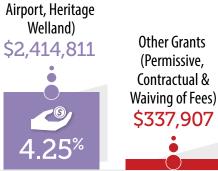
### DISTRIBUTION OF TAX DOLLARS

An example based on an average residential property with an assessment value of \$203,000

## 

THE CITY'S BUDGETING PROCESS IS **OUR OPPORTUNITY TO COMMUNICATE** WITH CITIZENS AND STAKEHOLDERS, AND RE-EVALUATE OUR FINANCIAL PERFORMANCE TO BETTER SUPPORT **SERVICES AND CAPITAL PROJECTS."** 

> Steve Zorbas Chief Financial Officer





# CONNECTING A KNOWLEDGE ECONOMY

### Creative // Innovative // Knowledge Based



#### Welland Public Library

2017 marked the first time in the last 5 years that the Welland Public Library saw an increase in **physical circulation, which went up 7.79%**. In addition, the library has experienced growth in many other areas, such as the number of library visitors and the number of people participating in library events and programs. The **number of library visitors continued the upward trend** and went up almost 12% in 2017.

The Welland Public Library also expanded its footprint in the city by adding a new Seaway Mall Branch, attending community events, providing library services and programs to senior homes and schools, and partnering with various organizations. The Library is committed to providing lifelong learning resources and making these tools a relevant and integral part of the community.

14,076	Active users
224,614	Attendance
91,904	Website visits
123,969	Items in collection
260,031	Items borrowed
29,000	Database retrievals
21,515	In-library use of materials
76,107	Internet/WiFi use
17,205	Program attendance

### Welland Historical Museum

Last year was a busy and exciting time for the Welland Historical Museum.

2017 featured our Canada 150th exhibit "Welland & Pelham: a

Community's Gifts of Heritage" along with the opening of "Our Voices" a look at Indigenous culture featuring the art works of Norval Morrisseau. Through a working partnership with the Ontario Trillium Foundation, the museum has created bilingual school kits that will be made available to educators celebrating Indigenous culture and traditions.

The Welland Museum continues to establish community partnerships, and promote the cultural diversity of the City of Welland.

5,561	Attendance
18,188	Website visits
2,142	Social media followers
64	Research requests
60	New artifact donations
48	Programs/events held
13	Community partners



### Niagara College Canada

2017 marked the **50th anniversary of Niagara College.** Having grown from 400 students in 1967 to over 10,000 today, the College is a pillar in the Welland community, helping to

attract development and industry, partnering to serve the needs of local businesses, and serving as a home to thousands of students from Niagara and beyond.







# EMPOWERING **TOMORROW**

### How we are Creating, Building, and Positioning 2018

Engineering staff are prioritizing a commitment to improve the city's watermain network in 2018.

The first phase of **construction in the Edgar/Elgin area** will begin in
2018. This will be a \$12M project that
will be completed over the next five
years. This project was made possible
through \$8M of funding received
from upper tier governments.

Construction will begin on the reconstruction of Aqueduct Street from Thorold Road to Niagara Street. Work will include a new watermain, services, new road, curb and sidewalks, and traffic calming measures.

A **district metering project** is being launched in 2018 to help quickly and accurately identify watermain break locations. In addition to this, less treated water will be lost to the environment.

City staff will complete an all **new engineering standards manual** to better direct development and assist engineering firms and utility companies.

Recreation and Culture is developing a new and exciting **Recreational** 















# and Culture Master Plan and Accessibility Plan.

Due to the efforts of the Mayor's
Youth Advisory Council and the
Canada 150 Community Infrastructure
Program, Welland's New Skate
Park is scheduled to open June
2018. The Skate Park is located
near the Recreational Corridor and
conveniently on the Greater Niagara
Circle Route.

The **2018 ICF Canoe Polo World Champions** hit the waterway in July.

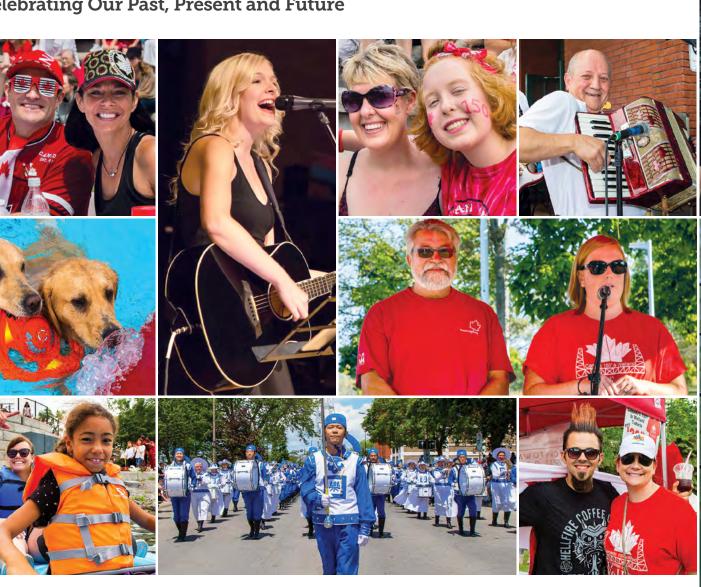
This is the second time this amazing competition has been hosted in Canada. Bringing 550 athletes/officials/coaches to the WIFC from 26 different countries, the Polo World Champions is bringing the world to Welland.

All new children's programming at the **Welland Boat Rental Program** will appear the summer of 2018. Children and youth will be introduced to stand up paddleboarding, which has become a trend on the waterway over the past few years.



# CANADA **TURNS 150**

**Celebrating Our Past, Present and Future** 



















community connect empower inspire invest knowledge

Corporation of the City of Welland Civic Square, 60 East Main Street Welland, Ontario, L3B 3X4 905-735-1700 www.welland.ca