COUNCIL INFORMATION PACKAGE

Friday, November 13, 2026

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MEMORANDUM

TO: **Members of Council**

FROM: **Jessica Ruddell, Chief Administrative Officer**

DATE: **November 20, 2026**

SUBJECT: **Corporate Culture Update: 'Finding Our Why'**

As part of the Chief Administrative Officer's 2022-2026 Performance Objectives, a key priority was to strengthen and enhance workplace culture throughout the organization.

- Performance Action: Assess the current workplace culture, including employee survey results, and implement strategies aimed at advancing and improving organizational culture.
- Performance Outcome: Evaluate the effectiveness of implemented initiatives and report on outcomes, with a particular focus on fostering empowerment and accountability at all levels of the organization.

Recognizing that a strong organizational culture is foundational to delivering exceptional public service, the City undertook several initiatives designed to strengthen employee engagement, clarify organizational purpose, and create a greater sense of connection across all departments.

One of the key initiatives completed under this objective was the development of the City's organizational "Why" statement, based on Simon Sinek's Golden Circle

framework. This framework encourages organizations to identify and articulate their core purpose, creating clarity around why they exist, what motivates their work, and how they contribute to those they serve.

Through a collaborative "Finding Our Why" exercise involving both the Corporate Leadership Team and the Extended Management Team, participants explored the fundamental purpose that unites employees across the organization. The process encouraged meaningful discussion about the impact of municipal services, organizational values, and the role employees play in serving the community.

The result of this collaborative work was the development of the following organizational purpose statement:

"Delivering high-quality services so residents are proud to call Welland home".

This statement was formally introduced to staff during the City's All-Staff Meeting held on June 22, 2026. Since then, activities have been planned to roll this messaging out further for the remainder of 2026.

More than a slogan, the City's "Why" serves as a guiding principle that supports decision-making, strengthens organizational alignment, and reinforces a shared commitment to service excellence. It provides a common purpose that connects employees across all departments and service areas, helping to ensure that individual efforts contribute to broader organizational goals.

By clearly defining and communicating our purpose, the City continues to advance a workplace culture that values accountability, collaboration, and employee empowerment. The "Why" statement serves as a reminder that every role within the organization contributes to enhancing the quality of life for residents and supporting a community in which people are proud to live, work, and grow.

Attachments:

- **Appendix I –** 'Finding Our Why' Poster
- **Appendix II –** A picture of the 'Finding Our Why' Banner signed by staff

Appendix I – 'Finding Our Why' Poster



Appendix II – A picture of the 'Finding Our Why' Banner signed by staff



FORMAL REQUEST FOR COORDINATED SHELTER RELOCATION AND TRANSITION PLANNING

Date: November 4, 2026

To: City of Welland Clerk's Office and Welland City Council

Copied to: Tara Stephens, City Clerk; Jessica Ruddell, Chief Administrative Officer; Ann-Marie Norio, Regional Clerk; Niagara Regional Clerk's Office ; Pat Chiocchio (pat.chiocchio@welland.ca)

From: Christian Gava, Welland, Ontario

Re: Emergency shelter at 851 Ontario Road

Dear Members of Council and the City and Regional Clerks' Offices,

I respectfully request coordinated action by the City of Welland, Niagara Region and Niagara Regional Housing to examine relocation of the emergency shelter at 851 Ontario Road. My preferred approach is to pursue an earlier move where financially and operationally feasible, while treating the expiry of the initial five-year lease as the target deadline for transition. Continuity of emergency shelter services must be maintained.

Basis for the request

During the July 8, 2025 Welland Council meeting, at approximately 1:41:25, a delegate stated that relocation following the initial five-year lease had been contemplated in the project budget; the statement was subsequently affirmed by another speaker. My understanding is that this may relate to the approximately $6.7 million five-year regional financial commitment. These statements merit verification against approved budgets and agreements; they do not, by themselves, establish that a dedicated relocation reserve exists or is available for immediate use.

Meeting recording: https://video.isilive.ca/play/welland/2025-07-08.mp4

The August 2024 approval materials describe an initial five-year lease with optional one-year extensions. This creates a practical need to clarify the executed agreement, renewal authority and decision timeline well before any extension is considered. The shelter was publicly characterized as temporary, and a transparent transition plan would give that commitment practical meaning.

Requested actions

1. Lease clarity: Confirm the commencement and expiry dates in the executed lease, extension provisions, decision-makers and any constraints on relocation or non-renewal.

2. Funding clarity: Provide the approved capital and operating budget breakdown, identify any designated relocation funding, and clarify whether funds could support an earlier move.

3. Options assessment: Request a costed comparison of a single replacement facility, several smaller shelters, and a hybrid model combining emergency shelter and supportive housing.

4. Responsible site selection: Evaluate candidate locations using transparent criteria, including school walking routes, neighbourhood impacts, access to essential services, staffing, transportation, operating costs and applicable human rights obligations.

5. Transition feasibility: Assess the reuse of existing modular units and prepare a phased implementation plan that avoids any interruption of emergency shelter capacity.

6. Accountability: Provide a preliminary written response within 90 days and establish a public reporting schedule, including the decision timeline for any optional lease extension.

A network of smaller facilities may be worth considering, but its feasibility, cost and service implications should be evaluated alongside other models. The objective is to address documented and reported community safety

concerns near Diamond Trail Public School while preserving dignified, accessible services for people experiencing homelessness.

Procedural requests

I ask the City Clerk to formally circulate this request to Welland City Council, acknowledge receipt, and advise when and how Council may consider directing staff to prepare a relocation-options report in coordination with Niagara Region. Please confirm whether a councillor-sponsored motion, delegation or Council Information Package is the appropriate route. I ask the Niagara Regional Clerk’s Office to acknowledge receipt and identify the process for formally receiving the request and coordinating the financial and operational review.

Thank you for considering a practical, collaborative and accountable approach to this matter.

Sincerely, Christian Gava Welland, Ontario

DEMANDE OFFICIELLE DE PLANIFICATION CONCERTÉE DU DÉMÉNAGEMENT ET DE LA TRANSITION DU REFUGE

Date : 4 novembre 2026

À : Greffe et conseil municipal de Welland

Copie à : Tara Stephens, greffière municipale; Jessica Ruddell, directrice générale; Ann-Marie Norio, greffière régionale; Greffe de la Région de Niagara ; Pat Chiocchio (pat.chiocchio@welland.ca)

De : Christian Gava, Welland (Ontario)

Objet : Refuge d’urgence situé au 851, chemin Ontario

Mesdames et Messieurs les membres du conseil et des greffes municipal et régional,

Je demande respectueusement à la Ville de Welland, à la Région de Niagara et à Niagara Regional Housing de travailler de concert pour examiner le déménagement du refuge d’urgence situé au 851, chemin Ontario. Je privilégie un déménagement anticipé, dans la mesure où il est financièrement et opérationnellement réalisable, tout en considérant l’expiration du bail initial de cinq ans comme date butoir visée pour la transition. La continuité des services d’hébergement d’urgence doit être assurée.

Fondements de la demande

Lors de la séance du conseil municipal de Welland du 8 juillet 2025, vers 1 h 41 min 25 s de l’enregistrement, une personne intervenante a déclaré que le déménagement à l’issue du bail initial de cinq ans avait été envisagé dans le budget du projet; cette déclaration a ensuite été confirmée par une autre personne. Selon ma compréhension, cela pourrait être lié à l’engagement financier régional d’environ 6,7 millions de dollars sur cinq ans. Ces déclarations méritent d’être vérifiées à la lumière des budgets et ententes approuvés; elles ne prouvent pas, à elles seules, l’existence d’une réserve dédiée au déménagement ni la disponibilité immédiate de tels fonds.

Enregistrement de la séance : https://video.isilive.ca/play/welland/2025-07-08.mp4

Les documents d’approbation d’août 2024 décrivent un bail initial de cinq ans assorti de possibilités de prolongation d’un an. Il est donc nécessaire de clarifier l’entente signée, le pouvoir de renouvellement et le calendrier décisionnel bien avant qu’une prolongation soit envisagée. Le refuge a été présenté publiquement comme temporaire; un plan de transition transparent donnerait un sens concret à cet engagement.

Mesures demandées

1. Clarification du bail : Confirmer les dates de prise d’effet et d’expiration du bail signé, les dispositions de prolongation, les autorités décisionnelles ainsi que toute contrainte liée au déménagement ou au non-renouvellement.

2. Clarification du financement : Fournir la ventilation du budget d’immobilisations et de fonctionnement approuvé, identifier tout financement affecté au déménagement et préciser si des fonds pourraient permettre un déménagement anticipé.

3. Évaluation des options : Demander une comparaison chiffrée entre un seul établissement de remplacement, plusieurs refuges de plus petite taille et un modèle hybride combinant hébergement d’urgence et logements avec services de soutien.

4. Choix responsable d’un emplacement : Évaluer les sites possibles selon des critères transparents, notamment les trajets scolaires à pied, les répercussions sur le voisinage, l’accès aux services essentiels, le personnel, le transport, les coûts d’exploitation et les obligations applicables en matière de droits de la personne.

5. Faisabilité de la transition : Évaluer la réutilisation des unités modulaires existantes et préparer un plan de mise en œuvre progressive évitant toute interruption de la capacité d’hébergement d’urgence.

6. Reddition de comptes : Fournir une réponse écrite préliminaire dans un délai de 90 jours et établir un calendrier de rapports publics, y compris l’échéancier décisionnel de toute prolongation facultative du bail.

Un réseau de petits établissements pourrait mériter d’être envisagé, mais sa faisabilité, son coût et ses conséquences sur les services devraient être évalués parallèlement aux autres modèles. L’objectif est de répondre aux préoccupations de sécurité communautaire documentées et signalées à proximité de l’école publique Diamond Trail, tout en préservant des services dignes et accessibles aux personnes en situation d’itinérance.

Demandes relatives à la procédure

Je demande au greffe municipal de transmettre officiellement cette demande au conseil municipal de Welland, d’en accuser réception et de préciser quand et comment le conseil pourrait envisager de demander au personnel de préparer, en collaboration avec la Région de Niagara, un rapport sur les options de déménagement. Veuillez confirmer si une motion d’un membre du conseil, une délégation ou le dossier d’information du conseil constitue la voie appropriée. Je demande au greffe régional de Niagara d’accuser réception de la présente demande et d’indiquer la procédure pour la recevoir officiellement et coordonner l’examen financier et opérationnel.

Je vous remercie d’envisager une approche pratique, collaborative et responsable à cet égard.

Cordialement, Christian Gava Welland (Ontario)

The TOWNSHIP of WAINFLEET

CLERK'S DEPARTMENT
P.O. Box 40, 31940 Highway #3 Wainfleet, ON L0S 1V0
Tel: 905-899-3463 Fax: 905-899-2340
www.wainfleet.ca

November 5, 2026

SENT ELECTRONICALLY

Jackie Mellon
Clerk
jmellon@deepriver.ca

Re: Request the Permanent Doubling of the Ontario Community Infrastructure Fund (OCIF) Beyond 2026

Please be advised that at its meeting of November 3, 2026, the Council of the Corporation of the Township of Wainfleet passed the following motion:

> "**THAT** Correspondence Item C237 from the Town of Deep River respecting a request to double the Ontario Community Infrastructure Fund be received and supported."

Should you have any questions, please contact me at achrastina@wainfleet.ca or 905-899-3463 ext. 224.

Regards,

A Chrastina

Amber Chrastina
Clerk

The TOWNSHIP of WAINFLEET

CLERK'S DEPARTMENT
P.O. Box 40, 31940 Highway #3 Wainfleet, ON L0S 1V0
Tel: 905-899-3463 Fax: 905-899-2340
www.wainfleet.ca

November 5, 2026

SENT ELECTRONICALLY

Lynsey Zufelt
Deputy Clerk
deputyclerk@gananoque.ca

Re: Request for Endorsement - Declaration Against Religious Violence

Please be advised that at its meeting of November 3, 2026, the Council of the Corporation of the Township of Wainfleet passed the following motion:

> "**THAT** Correspondence Item C240 from the Town of Gananoque respecting a request for declaration against religious violence be received and supported."

Should you have any questions, please contact me at achrastina@wainfleet.ca or 905-899-3463 ext. 224.

Regards,

A Chrastina

Amber Chrastina
Clerk

The TOWNSHIP of
NORTH DUMFRIES
106 Earl Thompson Road, 3rd Floor
PO Box 1060
Ayr, ON N0B 1E0

June 27, 2026

Sent via Email

RE: Resolution – Proposed Changes to the Freedom of Information and Protection of Privacy Act

Please be advised, at the Council Meeting held on June 22, 2026 the Township of North Dumfries Council considered the enclosed resolution received from the Township of Southgate regarding Proposed Changes to the Freedom of Information and Protection of Privacy Act and adopted the following resolution:

> *"THAT the Resolution received from the Township of Southgate regarding Proposed Changes to the Freedom of Information and Protection of Privacy Act be received;*
>
> *Be it resolved that the Township of North Dumfries receive correspondence from the Township of Southgate re: Proposed Changes to the Freedom of Information and Protection of Privacy Act (FIPPA); and*
>
> *That North Dumfries Council oppose the proposed changes to FIPPA; and*
>
> 1. *call on the Province to ensure records related to government business remain accessible to the public; and*
>
> 2. *urge the Province to consult with the Information and Privacy Commissioner of Ontario and the public before proceeding; and*
>
> *Further, that this resolution and supporting documentation be circulated to Premier Doug Ford, the appropriate Minister, all MPPs and Ontario municipalities."*

Please feel free to contact me if you have any questions, or concerns.

Sincerely,

Ashley Good

Ashley Good, Clerk
Township of North Dumfries
519-632-8800 ext. 122
agood@northdumfries.ca

encl.

Township of Southgate
Administration Office
185667 Grey County Road 9, RR 1
Dundalk, ON N0C 1B0

Phone: 519-923-2110
Toll Free: 1-888-560-6607
Fax: 519-923-9262
Web: www.southgate.ca

June 4, 2026

Re: Support for the Municipality of Wawa – Opposing Proposed Changes to the Freedom of Information and Protection of Privacy Act

Please be advised that at the June 3, 2026, regular Council meeting, the Council of the Corporation of the Township of Southgate approved the following:

No. 2026-226
Moved By Deputy Mayor Dobreen
Seconded By Councillor Shipston

Be it resolved that the Township of Southgate receive correspondence from the Municipality of Wawa and the Township of Stone Mills re: Proposed Changes to the Freedom of Information and Protection of Privacy Act (FIPPA); and

That Southgate Council oppose the proposed changes to FIPPA; and
1. call on the Province to ensure records related to government business remain accessible to the public; and
2. urge the Province to consult with the Information and Privacy Commissioner of Ontario and the public before proceeding; and

Further, that this resolution and supporting documentation be circulated to Premier Doug Ford, the appropriate Minister, all MPPs and Ontario municipalities.

If you have any questions, please contact our office at (519) 923-2110.

Sincerely,
Lindsey Green
Lindsey Green, Clerk
Township of Southgate

Encl: Municipality of Wawa – Opposing Proposed Changes to the Freedom of Information and Protection of Privacy Act

CC:
Honourable Doug Ford, Premier of Ontario
All MPP's
All Ontario Municipalities

The Corporation of the Municipality of Wawa

REGULAR COUNCIL MEETING

RESOLUTION

Tuesday, May 19, 2026

Resolution # RC26106	Meeting Order: 6
Moved by: J Opato	Seconded by: Cathy Cannon

WHEREAS the Township of Stone Mills passed Resolution No. 30-706-2026 opposing proposed changes to the Freedom of Information and Protection of Privacy Act (FIPPA) that would exclude records of the Premier, Cabinet Ministers, and their staff from public access requests;

AND WHEREAS the Township of Stone Mills has expressed concerns that the proposed amendments may reduce transparency and accountability in government;

NOW THEREFORE BE IT RESOLVED THAT the Council of The Corporation of the Municipality of Wawa hereby supports Resolution No. 30-706-2026 passed by the Township of Stone Mills regarding the proposed changes to the Freedom of Information and Protection of Privacy Act (FIPPA);

AND FURTHER THAT a copy of this resolution be forwarded to the Township of Stone Mills, Premier Doug Ford, the appropriate Provincial Ministers, local Members of Provincial Parliament, and Ontario municipalities.

RESOLUTION RESULT	RECORDED VOTE		
☐ CARRIED	MAYOR AND COUNCIL	YES	NO
☐ DEFEATED	Mitch Hatfield		
☐ TABLED	Cathy Cannon		
☐ RECORDED VOTE (SEE RIGHT)	Melanie Pilon		
☐ PECUNIARY INTEREST DECLARED	Jim Hoffmann		
☐ WITHDRAWN	Joseph Opato		

Disclosure of Pecuniary Interest and the general nature thereof.

☐ Disclosed the pecuniary interest and general name thereof and abstained from the discussion, vote and influence.

Clerk:_____

DEPUTY MAYOR – MITCH HATFIELD	CLERK – MAURY O'NEILL
Michelline Hatfield	Maury O'Neill

This document is available in alternate formats.

The Corporation of The
Township of Stone Mills
4504 County Road 4, Centreville, Ontario K0K 1N0
Tel. (613) 378-2475 Fax. (613) 378-0033
Website: www.stonemills.com

May 14, 2026 **Sent Via Email Only**

Hon. Doug Ford
Premier of Ontario
Legislative Building, Queen's Park
Toronto ON M7A 1A1

Dear Hon. Doug Ford,

Re: Township of Stone Mills opposition to the changes to Ontario's Freedom of Information and Protection of Privacy Act

Please be advised that during the regular Council meeting of April 13, 2026, Township of Stone Mills Council passed the following motion,

Resolution 30-706-2026

Whereas the government of Ontario is proposing changes to the Freedom of Information and Protection of Privacy Act (FIPPA) that would exclude records of the premier, cabinet ministers and their staff from public access requests;

AND Whereas these changes would apply retroactively and may limit access to records related to matters of public interest;

AND Whereas the Information and Privacy Commissioner for Ontario has warned that these changes would reduce transparency and accountability, Freedom of Information laws are an essential to the public trust and democratic accountability;

Therefore Be It Resolved That Stone Mills Township oppose the proposed changes to FIPPA;

1. Call on the Province to ensure records related to government business remain accessible to the public;
2. Urge the Province to consult with the Information and Privacy Commissioner of Ontario and the public before proceeding;
3. Direct that this motion be circulated to the Premier Doug Ford, appropriate minister, all MPP's and Ontario municipalities.

Moved By Councillor Woodcock
Seconded By Councillor Milligan
Carried

If you have any questions, please do not hesitate to contact the undersigned.

Sincerely,

B Teeple

Brandi Teeple
Township Clerk
Township of Stone Mills
4504 County Road 4
Centreville, ON, K0K 1N0
Phone: 613 378-2475 ext. 225
Email: bteeple@stonemills.com

cc. All Ontario Municipalities
All MPP's