

STRATFORD POLICE SERVICE BOARD

2026-2030 STRATEGIC PLAN



Stratford Police Service
17 George Street West
Stratford, Ontario
N5A 1A6

Land Acknowledgement

We acknowledge that Stratford is situated on the traditional territory of the Haudenosaunee, Anishinaabe, and Neutral (Attawandaron) peoples. We recognize that Stratford is treaty land steeped in Indigenous history and is home to many First Nations, Métis, and Inuit peoples. We are grateful for the opportunity to live, work, and gather on this land.

Message From The Board



Mayor Martin Ritsma,
Chair Member of City Council



Councillor Harjinder Nijjar
Member of City Council



Lisa Wilde
Citizen Representative



Dan Mathieson
Provincial Appointee



Travis Blum
Provincial Appointee

Dear Residents, Business Owners and Visitors,

I am very honoured to share a few words regarding our Strategic Plan journey and our final document.

A meaningful Strategic Plan is only possible through quality engagement and a quality agency providing this service. I wish to thank the consultants at Consilium Public Sector Services for their professional and thorough work. I wish to thank the Police Services Board and the Police Association for their absolute commitment to our Strategic Plan development.

Above all, a very special thank you to our residents, businesses and organizations for their valued engagement. A strategic plan is a necessary tool that guides our work and provides direction. We thank all those involved for sharing what you value and helping us understand the culture of the communities we serve.

We continue on a great journey with a professional and engaged Police Association and an exceptional community that values safety and inclusion. On behalf of the members of the Stratford Police Service Board, thank you. With this document, we will continue to serve local businesses, our approximate 1.7 million visitors per year, and our local residents.

Sincerely,

Martin Ritsma
Board Chair
Stratford Police Service

Message from the Interim Chief



Paul Landers
Interim Police Chief

I am pleased to introduce our new Strategic Plan and the clear direction it sets for the future of our Service. I want to sincerely thank our members, community partners, and residents for the valuable input they shared throughout this process, which helped shape the priorities that will guide us in the years ahead.

I look forward to working alongside our sworn and civilian members as we advance the goals set out in this Plan. Together, we will continue to strengthen our Service and support the communities we are proud to serve through professionalism, accountability, and strong community partnerships.

Paul Landers
Chief of Police
Stratford Police Service

Purpose of a Strategic Plan

The Stratford Police Service Board's 2026–2030 Strategic Plan outlines the vision, priorities, and operational framework for policing services over the next five years. This Plan serves as a roadmap, informed by comprehensive community research, stakeholder input, and an organizational review. It ensures compliance with the Community Safety and Policing Act, 2019 (CSPA) and any directives from the Inspectorate of Policing for Ontario. Since 2018, the Stratford Police Service has expanded its jurisdiction to include St. Marys and Perth South, currently providing tri-community policing services to an estimated 47,500 residents.

The Strategic Plan is organized around three interconnected pillars:



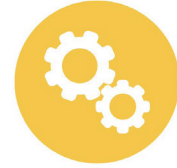
Our Community

Enhancing safety, visibility, partnerships, and proactive policing.



Our People

Strengthening culture, communication, leadership, and workforce well-being.



Our Operations

Improving governance, planning, facilities/infrastructure, and performance management.



These pillars represent the essential components of contemporary policing, encompassing effective communication, transparency, public confidence, a capable and professional workforce, and a robust organizational structure.

The development of this Strategic Plan involved translating research findings, stakeholder input, and operational insights into an actionable and measurable framework. Specifically, the Plan details:

- **Strategic goals and priorities**
- **Operational objectives and strategies**
- **Specific actions and initiatives**
- **Performance indicators and accountability mechanisms**

Collectively, these elements establish a structured approach designed to strengthen communication, enhance community safety, improve organizational health, and ensure sustainable operational capacity for the Stratford Police Service.

The Communities We Serve

The Stratford Police Service serves the communities of Stratford, St. Marys, and Perth South, all of which possess rich histories rooted in settlement, agriculture, industry, and culture. Once small rural centres, these municipalities have evolved into distinct, interconnected communities with contemporary public safety requirements. The Police Service has adapted to address population growth, regional cooperation, legislative changes, and evolving policing challenges.

Stratford – From Railway Town to Cultural Centre

Stratford originated as a prominent railway and manufacturing hub in the 19th century. Named after Stratford-upon-Avon, its British heritage remains evident. Following the decline of the railway in the 1950s, Tom Patterson launched the Stratford Festival, successfully transforming the city into a global arts destination and revitalizing its economy. Now recognized as “The Festival City”, Stratford seamlessly blends history, tourism, and culture. This unique character necessitates specialized policing strategies to manage major events and seasonal influxes of 1.7 million visitors per year.

St. Marys – “The Stonetown”

Founded in the mid-1800s along the Thames River, St. Marys is known as “Stonetown” due to its distinctive limestone architecture. The town’s prosperity was historically driven by milling, agriculture, railways, and manufacturing. Today, residents actively prioritize historic preservation and community values. As the population has grown and its boundaries have integrated with Stratford, the implementation of regional policing and shared services has become both practical and essential.

Perth South – Rural Agricultural Heritage

Perth South is a rural Ontario township characterized by its agricultural heritage, family farms, and close-knit communities. Its dispersed population presents distinct challenges for policing, requiring officers to address road safety, property crime, rural-specific incidents, and emergency response across a broad geographical area, unlike the urban environment of Stratford.

The Stratford Police Service Board’s 2026–2030 Strategic Plan outlines a comprehensive and progressive framework designed to enhance public safety, improve communication, advance policing services, and ensure the Stratford Police Service remains adaptive to the evolving needs of the communities it serves.

The Evolution Of Modern Policing In Stratford

Throughout the 19th and early 20th centuries, policing in Stratford adhered to Ontario's standard municipal model, initially relying on town constables and by-law officers before evolving into an organized police service. As the city expanded, Stratford established a police governance board, appointed sworn officers, professionalized investigations, and adopted modern operational standards to meet its evolving needs.

Currently, the Stratford Police Service operates as a full-service municipal police service, as outlined in the Community Safety and Policing Act, 2019 (CSPA), providing a comprehensive range of services, including:

- Emergency Response
- Criminal Investigations
- Community Policing
- Partnerships with Social Agencies and Municipalities
- Public Order and Event Policing
- School and Youth Programs
- Victim Assistance
- Traffic Enforcement
- Crime Prevention

Stratford Police Service Mission & Values

MISSION

- **To serve and protect in partnership with our community.**

VALUES

- Providing quality service in an equitable and accessible manner
- Ensuring the safety and security of all persons and property
- Safeguarding the fundamental rights guaranteed by the Canadian Charter of Rights and Freedoms and the Human Rights Code
- Avoiding any expression or display of prejudice, bigotry, discrimination and sexual or racial harassment towards any person
- Achieving cooperation between the police service and the community we serve through openness and accountability
- Setting an example for the community we serve and being an integral part of that community.
- Being aggressive in the pursuit of new initiatives and programs that benefit both the community and our members
- Maintaining a commitment to continuous learning and improvement



Strategic Plan Engagement

The engagement process for the Stratford Police Service Board's Strategic Plan was conducted from December 2025 to February 2026. A multi-channel strategy was employed to gather comprehensive feedback and input from a diverse range of stakeholders, including internal staff, community members, municipal personnel, and partner organizations.

The engagement methods, as stipulated by the Community Safety and Policing Act, 2019 (CSPA), included:

- In-person and virtual interviews were conducted to gather direct insights from participants.
- Internal staff surveys collected feedback from personnel within the organization.
- Community surveys were designed to gather public perspectives on policing services.
- On-site visits and direct consultations facilitated ground-level observations.
- Email outreach and stakeholder communications ensured comprehensive inclusion of diverse perspectives.



72

People Interviewed



82%

Of Staff Completed Survey



370

Responses to Community Survey

*Based on 2025 employee data publicly available

Evidence-Based Strategic Development

The strategic plan was developed through a comprehensive planning process that incorporated:

- Environmental scanning of community and provincial policing trends
- Benchmarking against comparable Ontario police services
- Internal and external engagement activities
- Organizational assessments and a SWOT analysis
- Review of legislative requirements under the Community Safety and Policing Act, 2019 (CSPA)

This evidence-based approach ensures that the Plan is transparent, grounded in research, and aligned with community expectations and organizational realities.

Key Strategic Plan Findings

KEY ORGANIZATIONAL THEMES AND PRIORITIES IDENTIFIED BY STAFF

Key considerations identified through staff interviews and engagement sessions included:

- Enhanced internal communication and information sharing
- Improved organizational transparency
- The necessity of a dedicated human resources function and modernized human resource management systems
- Interest in leadership development and employee recognition programs
- Improvements in facilities, technology infrastructure, and operational resources
- Enhanced processes, strengthened organizational planning, and increased staffing levels in key operational areas

KEY THEMES/PRIORITIES IDENTIFIED BY THE COMMUNITY

Key considerations identified through interviews and engagement sessions with community representatives and organizations included:

- Improved response times and follow-up reporting by police services
- Increased police visibility and proactive community engagement
- Concerns about increased drug activity, homelessness, and mental health-related calls for service
- Concerns regarding rising cases of Intimate Partner and Gender-Based Violence
- The importance of professional, compassionate, and trauma-informed policing
- Enhanced police presence and a responsive, proactive, and collaborative engagement with social service partners

SWOT Analysis Key Findings

A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis was conducted within the framework of strategic planning to identify key internal and external factors impacting the organization's performance. The principal findings are summarized below:



STRENGTHS

- Professional and committed sworn officers and civilian staff
- Strong reputation for community-oriented policing
- Established relationships with municipal partners and community organizations
- Leadership committed to continuous service improvement



WEAKNESSES

- Internal communication gaps
- Absence of a dedicated human resources function, coupled with limited human resource systems and workforce planning tools
- Aging facilities and infrastructure
- With limited exceptions, digital infrastructure is basic, offering limited operational capabilities and lacking the capacity to fully leverage emerging technologies



OPPORTUNITIES

- Strengthening partnerships with our communities and community agencies
- Improving governance and performance reporting
- Expanding training and leadership development
- Developing modernized facilities and technology infrastructure
- Improving employee well-being, support and overall development



THREATS

- Recruitment and retention challenges across policing
- Increasing complexity of calls for service
- Municipal funding pressures

Overview of Strategic Plan

INTEGRATED STRATEGIC APPROACH

The strategic pillars of Our Community, Our People, and Our Operations are designed to reinforce one another.

Strong operational systems enhance workforce performance. A healthy, well-supported staff provides professional and compassionate service. Productive community partnerships foster public trust and contribute to long-term effectiveness in policing.

By aligning community safety priorities, workforce development, and operational infrastructure, the Stratford Police Service will strengthen its ability to respond to both current public safety challenges and emerging policing demands.



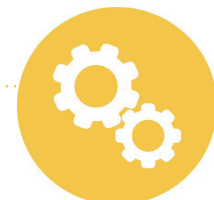
Our Community

- 1.1** Enhance Community Safety and Well-being
- 1.2** Increase Communication, Police Visibility, and Public Trust
- 1.3** Strengthen Community Partnerships
- 1.4** Advance Proactive and Preventative Policing



Our People

- 2.1** Foster a Healthy, Inclusive, Diverse and Accountable Organizational Culture
- 2.2** Enhance Internal Communication and Staff Engagement
- 2.3** Modernize Human Resources Management and Workforce Planning
- 2.4** Prioritize Employee Well-being and Psychological Health



Our Operations

- 3.1** Strengthen Governance, Transparency and Accountability
- 3.2** Improve Organizational Planning and Business Infrastructure
- 3.3** Develop Performance Measurement and Data-Driven Decision Making
- 3.4** Plan for Sustainable Infrastructure and Facilities

Goal 1: Our Community

ENHANCING SAFETY THROUGH COLLABORATION AND PREVENTION

Rationale

Modern police services confront complex social challenges within the community, including mental health, addiction, intimate partner violence, youth vulnerability, traffic safety, and aging populations. These issues are often cyclical and necessitate coordinated, multi-sector responses rather than solely reactive enforcement.

Feedback from engagement initiatives indicates a demand for enhanced police visibility, robust partnerships, transparent communication, and demonstrable outcomes. Proactive, prevention-focused approaches, supported by data and shared accountability, are essential.

This goal aims to reduce recurring service calls, enhance community safety, build public trust, and increase frontline visibility through targeted prevention and collaboration. Success will be measured by a reduction in repeat incidents, an increase in diversions to appropriate services, and strengthened community confidence.

Objective 1.1: Enhance Community Safety and Well-being

Strategy: Strengthen response and prevention strategies related to mental health, domestic violence, youth safety, traffic safety, and senior protection.

Key Actions:

1. Conduct a review of mental health and domestic violence response protocols.
2. Establish formal diversion pathways with mental health and social service agencies.
3. Implement a repeat-risk monitoring system for domestic violence incidents.
4. Expand youth diversion and early intervention programs.
5. Develop targeted traffic enforcement and education initiatives.
6. Launch fraud-prevention and safety education initiatives aimed at senior residents.

Performance Indicators

- Increase in successful mental-health call diversions to community partners
- Reduction in repeated domestic violence incidents involving the same households
- Increase in youth participation in diversion or early intervention programs
- Annual reduction in traffic-related injury incidents
- Increase in senior-focused safety outreach programs and educational events
- A measurable reduction in repeat calls for service at identified priority locations

Top Community Issues and Concerns:



Delays in non-emergency calls and follow-ups



Rising crime including drugs, property crimes, street disorders, homelessness, and repeat offenders



Concerns pertaining to mental health issues



Need for de-escalation training, and collaborative efforts with social service workers.

Objective 1.2: Increase Communication, Police Visibility and Public Trust

Strategy: Strengthen relationships between the Stratford Police Service and the community by increasing proactive engagement and visibility.

Key Actions

1. Establish proactive patrol-hour targets across operational units.
2. Expand foot patrol and bicycle patrol initiatives in high-traffic areas.
3. Conduct annual community satisfaction surveys.
4. Organize regular community town halls and neighbourhood meetings.
5. Develop and implement a coordinated social-media and digital-communication strategy.
6. Explore the expansion of proactive youth/police programs and activities in collaboration with community youth-focused organizations.

Performance Indicators

- A percentage increase in patrol time dedicated to proactive policing activities
- A measured increase in community trust rating from annual surveys
- An increase in the number of positive police–community engagement interactions annually
- Year-over-year improvement in community perceptions of police visibility
- Growth in social-media engagement and information reach
- Annual delivery of youth and police programs/activities, including metrics on youth participation and the number of engagement touchpoints

Objective 1.3: Strengthen Community Partnerships

Strategy: Expand collaborative relationships with community agencies to address social challenges impacting public safety.

Key Actions

1. Continue to work collaboratively with key social service agencies.
2. Establish quarterly inter-agency case conferences for complex cases.
3. Designate police liaison officers for major partner organizations.
4. Develop coordinated referral and follow-up processes for vulnerable individuals.

Performance Indicators

- Number of formal partnership agreements executed and document outcomes and demonstrated value of collaborative partnerships
- Number of joint initiatives implemented annually
- Partner satisfaction levels based on stakeholder feedback
- Reduction in repeat crisis calls involving the same individuals

Objective 1.4: Advance Proactive and Preventative Policing

Strategy: Implement problem-oriented policing (POP) supported by data-driven interventions to address recurring crime and disorder.

Key Actions

1. Launch at least one major problem-oriented policing (POP) initiative annually.
2. Identify the top 10 repeat-call locations and develop intervention plans.
3. Conduct quarterly crime trends and calls-for-service analyses.
4. Develop targeted strategies for youth and repeat offenders.

Performance Indicators

- Number of POP initiatives implemented and completed annually
- Percentage reduction in calls for service at top repeat-call locations
- Reduction in targeted crime categories associated with POP initiatives
- Documented outcomes and demonstrated value of collaborative partnerships

Goal 2: Our People

BUILDING A PROFESSIONAL, HEALTHY, AND RESILIENT WORKFORCE

Rationale

The effectiveness of the Stratford Police Service is directly linked to the well-being and engagement of its staff. Current challenges, including staffing shortages, increasing demands, and critical incidents, are contributing to elevated risks of burnout and attrition. Therefore, expanding human resources capabilities is crucial for ensuring workforce sustainability, optimizing recruitment and retention, enhancing performance management, and promoting employee wellness. Key human resources initiatives will focus on:

- Workforce planning and succession management
- Recruitment and retention
- Performance evaluation
- Employee wellness

Employee engagement survey results underscore critical areas for enhancement, specifically leadership effectiveness, internal communication, professional development, career progression, and organizational culture, with employee well-being identified as a paramount concern. These elements are foundational to building workforce resilience.

The “Our People” pillar is dedicated to cultivating a healthy, diverse, inclusive, and accountable organizational environment. This will be achieved through strategic leadership development, modernizing human resources practices, enhancing internal communication, and prioritizing psychological well-being. Successful implementation is expected to encourage elevated employee engagement, reduced absenteeism and overtime, improved retention rates, and stronger alignment with organizational values.

Objective 2.1: Foster a Healthy, Inclusive, and Accountable Culture

Strategy: Strengthen leadership development, organizational values, and recognition systems.

Key Actions

1. Refresh the organization’s Mission and Values (MV) framework.
2. Implement a leadership competency framework.
3. Provide leadership development programs for supervisors and managers.
4. Establish a formal employee recognition program.
5. Continue training on professional conduct and organizational expectations.

Performance Indicators

- Percentage improvement in employee engagement survey results
- Reduction in internal workplace complaints and conflicts
- 100% completion rate for supervisor leadership training
- Increased staff alignment with the Service's Mission and Values principles
- Improved employee retention rates

Objective 2.2: Enhance Internal Communication and Employee Engagement

Strategy: Improve transparency and strengthen two-way communication within the organization.

Key Actions

1. Host quarterly Chief's internal town hall meetings with staff.
2. Develop and implement an internal communication strategy.
3. Introduce a structured upward-feedback mechanism.
4. Review quarterly internal performance updates.

Performance Indicators

- Increased employee satisfaction with internal communication
- Increased participation in town halls and engagement sessions
- Higher percentage of staff reporting they feel informed about organizational priorities
- Reduction in misinformation or communication-related issues

Top Staff Priorities:



95%

Investment in training,
development, wellness, and HR



94%

Improvements in modern
technology, tools and equipment



93%

Improvement in internal
communication



90%

Additional community officers



64%

Improved or new facilities
and work conditions

Objective 2.3: Modernize Human Resource Management and Workforce Planning

Strategy: Implement a structured Human Resources system to support performance management and succession planning.

Key Actions

1. Establish a civilian business leadership position overseeing human resources.
2. Implement an annual performance evaluation program for all staff.
3. Develop succession plans for critical operational and leadership roles.
4. Introduce a diversity-focused recruitment strategy.
5. Conduct an organizational structure review to assess leadership roles and operational needs.

Performance Indicators

- Secure budget for position(s), develop job description, and initiate recruitment
- 100% completion rate for annual performance evaluations
- Succession plans developed for all critical leadership positions
- Percentage reduction in average vacancy fill time
- Improved diversity metrics within recruitment outcomes
- Complete the organizational review
- Successful transparent process defined and established

Objective 2.4: Prioritize Employee Well-being and Psychological Health

Strategy: Develop a comprehensive wellness framework to support employee resilience and psychological safety.

Key Actions

1. Review and enhance the current organization-wide wellness strategy.
2. Expand peer support and psychological services for employees.
3. Monitor overtime levels and workload trends.
4. Conduct annual psychological safety surveys.
5. Provide trauma-informed leadership training for supervisors.

Performance Indicators

- Percentage reduction in overtime hours across operational units
- Stabilization or reduction in sick-leave usage
- Increased participation in wellness programs
- Improvement in psychological safety survey scores
- Reduction in employee-reported burnout indicators

Goal 3: Our Operations

STRENGTHENING GOVERNANCE, INFRASTRUCTURE, AND PERFORMANCE

Rationale

Effective and sustainable policing relies on robust governance, reliable data, and resilient infrastructure. Growing demands for transparency and accountability necessitate that the Service enhance its organizational systems and decision-making processes. Stakeholder engagement highlighted the need for clearer performance metrics, improved reporting, enhanced technology, and stronger governance to optimize operational effectiveness and build public trust. Without these elements, the Service cannot accurately measure impact or allocate resources efficiently.

This goal aims to cultivate a transparent, data-driven organization aligned with community safety objectives by modernizing governance, strengthening financial and IT systems, and implementing a strong performance framework. Success will be demonstrated by more transparent reporting, evidence-based decisions, efficient resource utilization, and progress toward sustainable infrastructure.

Objective 3.1: Strengthen Governance, Transparency, and Accountability

Strategy: Modernize governance structures and strengthen public reporting.

Key Actions

1. Conduct a governance review aligned with the Community Safety and Policing Act, 2019 (CSPA).
2. Develop a comprehensive Board governance handbook.
3. Launch a public-facing performance dashboard.
4. Implement annual compliance audit processes.
5. Provide governance training for Board members.

Performance Indicators

- Improved perceptions of transparency among stakeholders
- Increased public access to policing performance data
- Quarterly performance dashboard updates published
- Compliance-audit results consistently meeting provincial standards
- 100% completion rate for Board governance training

Objective 3.2: Improve Organizational Planning and Business Infrastructure

Strategy: Strengthen financial planning, capital planning, and IT governance systems.

Key Actions

1. Establish a formal memorandum of agreement with the City of Stratford for shared human resources, finance, and capital services.
2. Develop a five-year capital asset management plan.
3. Implement a formal IT governance structure.
4. Introduce a multi-year budgeting framework.
5. Assign executive accountability for business service functions.

Performance Indicators

- Memorandum of agreement with the City of Stratford successfully executed and operational
- Capital asset management plan approved by the Board and Council
- IT operational governance framework implemented and cybersecurity risks regularly monitored
- Annual budget variance consistently maintained in accordance with municipal governance standards
- Quarterly financial reports submitted to the Police Service Board



Objective 3.3: Develop Performance Measurements and Data-Driven Decision Making

Strategy: Build a comprehensive performance measurement system with analytical support that enables problem-orientated policing (POP) initiatives and tracks key performance indicators.

Key Actions

1. Define corporate key performance indicators (KPIs).
2. Implement a performance dashboard and reporting platform.
3. Concurrently with enhancing statistical and performance analytics, explore the phased implementation of a risk management assessment program to enhance root-cause analysis and develop refined mitigation strategies, complementing intelligence-led policing efforts.
4. Conduct quarterly executive performance review meetings.
5. Provide data literacy training for managers.
6. Publish an annual public performance report.

Performance Indicators

- Performance dashboard developed within the first year
- 100% compliance with quarterly KPI reporting
- Risk-management assessment program developed
- Evidence of data-informed operational decisions
- Reduced decision-making turnaround times
- Annual public performance report published

Objective 3.4: Plan for Sustainable Infrastructure and Facilities

Strategy: Develop a long-term plan for modern police facilities.

Key Actions

1. Conduct a comprehensive facility needs assessment.
2. Develop a business case for a new or upgraded facility.
3. Secure municipal approval for infrastructure investments.
4. Identify funding strategies for capital development.
5. Establish a phased facility construction timeline.

Performance Indicators

- Completion of facility needs assessment
- Approval of business case by Board and municipal council
- Secure a funding strategy
- Progress toward construction milestones
- Develop a facility design that supports operational and employee wellness needs

Our Community: Community Safety, Trust and Belonging

Stratford Police Service's Response to Ontario's Inspector General of Policing's Notice of Issue: Strengthening Police Responses to Rising Antisemitic and Hate-Motivated Incidents

- The Stratford Police Service Board and the Stratford Police Service are committed to strengthening our capacity to prevent, identify and respond effectively to hate-motivated incidents, while fostering safety, trust and belonging for all members of the community.
- The Stratford Police Service will take a proactive, evidence-informed approach to addressing hate-motivated incidents, including antisemitism and other forms of hate, bias and discrimination. This work will be guided by local data, lived and community experiences, and emerging trends, recognizing that hate can affect individuals and communities in different ways.
- We will enhance the consistent identification, documentation, investigation and oversight of hate-motivated incidents; ensure members receive appropriate training and have access to specialized investigative resources; support victims and affected communities with compassion and professionalism; and collaborate with community organizations and policing partners to reduce barriers to reporting and strengthen public confidence in police.

Implementation

The successful implementation of this Strategic Plan will deliver lasting value for the Stratford Police Service, the Stratford Police Service Board, and the communities they serve. More than a guiding document, this Plan provides a clear and measurable roadmap to strengthen community safety, enhance public confidence, and support a modern policing model responsive to evolving needs.

Success depends on setting clear priorities, organizing initiatives, and obtaining financial, human, and technological resources to meet the Plan's goals.

Regular reporting, milestone tracking, and ongoing performance monitoring will be implemented to ensure accountability, measure progress, and facilitate necessary adjustments to priorities.

By working together with focus and commitment, the Stratford Police Service and the Police Service Board can ensure this Plan becomes more than a statement of intent; it will serve as a framework for action, measurable results, and lasting value for the community.

Report prepared by:

