

## MANAGEMENT REPORT

**Date:** July 14, 2025  
**To:** Mayor and Council  
**From:** Maggie Clayton, Policy and Program Coordinator, Social Services  
Kim McElroy, Director of Social Services  
Greg Skinner, Chief of Police, Stratford Police Services  
**Report Number:** COU25-083  
**Attachments:** Community Safety and Well-Being Plan Charting the Next Chapter:  
Empowering Safe and Connected Communities - 2025-2035

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**Title:** Community Safety and Well-Being Plan Charting the Next Chapter: Empowering Safe and Connected Communities-2025-2035

**Objective:** That the Community Safety and Well-Being Plan: Charting the Next Chapter: Empowering Safe and Connected Communities 2025-2035, be received, adopted, and endorsed by the City of Stratford Council, and forwarded to the Ministry of the Solicitor General, as required by the *Community Safety and Policing Act, 1990*.

**Background:** On May 25, 2021, the first Community Safety and Well-Being (CSWB) plan: *Roadmap for Collaboration*, was endorsed and adopted by Stratford City Council (COU21-057). The 3-year plan, sought to recognize the strengths that already exist within and across municipalities and organizations, while creating and enhancing strategically aligned and formalized alliances. This can be seen through the establishment of the Community Safety and Well-Being Partnership Council, which includes area municipalities, healthcare, public health, non-profits and local schoolboards. This collaborative approach helps to improve integration, enhance capacity, reduce duplication, and promote coordination of planning efforts.

***Charting the Next Chapter: Empowering Safe and Connected Communities*** is the next chapter in the local CSWB plan and will build off the collaboration established within the ***Road Map for Collaboration***.

## Analysis:

Through a series of community and subject matter expert consultations, new priority areas were identified. These consultations included:

- Community Engagement Sessions – Held in Stratford (November 23, 2023), St. Marys (March 20, 2024), and Listowel (April 3, 2024), these sessions gathered community input on housing and homelessness — a key focus of the 10-Year Housing and Homelessness Plan and a critical social issue affecting all communities.
- Surveys- distributed to a broad audience to capture diverse perspectives this included:

The Community Safety and Well-Being Feedback Survey was administered to the public from April 1, 2024, to May 20, 2024. A total of 285 respondents participated, providing input on various items related to the safety and well-being of their communities.

Community Safety and Well-Being Priority Area Survey – November 25, 2024, a survey was administered to the Community Safety and Well-Being Partnership Council, which consisted of a broad range of service providers, municipal CAOs, Social Services staff, and agencies. Council members were asked to rank the priorities they felt needed to be addressed most urgently.

Both the Surveys and the Community Engagement Sessions played a key role in identifying the new priorities outlined in *Charting the Next Chapter: Empowering Safe and Connected Communities*.

The priority areas identified as requiring immediate and comprehensive, community-wide intervention are: Housing and Homelessness, Intimate Partner Violence (IPV) and Gender-Based Violence (GBV), and Mental Health and Addictions. These areas were selected based on their significant and urgent impact on the community, underscoring the need for coordinated and strategic responses.

Using a refined priority focused approach, the aim of *Charting the Next Chapter: Empowering Safe and Connected Communities* is to:

- Build consensus and a shared understanding concerning the priority areas
- Actively collaborate with community entities to identify and bolster initiatives targeting the priority areas
- Implement comprehensive training sessions and public communications to raise awareness to residents and service providers about the priority areas
- Provide unified support to collaborative efforts aiming to influence policy and gain support from local, provincial and federal governments for the priority areas

To prevent service duplication and optimize resource allocation, each priority area will be assigned a lead individual responsible for several key functions:

- Provide detailed bi-monthly updates to the CSWB Partnership Council Meetings reporting on progress within Education, Community-Wide Initiatives, and Advocacy
- Convey recommendations and insights derived from the Community Tables and CSWB Partnership Council to relevant stakeholders
- Organize and deliver training sessions to the CSWB Partnership Council that align with strategic priorities
- Chair sub-committees that focus on developing community-wide strategies pertinent to their priority area

The Community Safety and Well-Being Partnership Council will be responsible for:

Voting on Recommendations:

- Establish a structured decision-making process to evaluate recommendations based on criteria such as community impact, feasibility, and sustainability
- Implement feedback mechanisms to assess and review the outcomes of decisions made

Active Engagement in Subcommittees:

- Create specialized subcommittees focusing on priority areas
- Develop clear agendas and action plans
- Conduct regular workshops and training sessions for members of subcommittees

Collaboration and Knowledge Sharing:

- Organize regular brainstorming sessions and collaborative workshops to foster innovation and creative problem solving
- Facilitate cross-sector collaborations with governmental/non-governmental organizations and private sector partners to leverage diverse expertise

Integration of Research and Expertise:

- Integrate innovative research and evidence-based practices
- Hold annual symposiums or conferences for experts to share findings and innovations with council members and the community

The Community Safety and Well-Being Plan is a 10-year iterative plan. Annual updates will be provided outlining implementation work that has been done during that time and future planning projects. To be responsive and to ensure the CSWB Plan evolves to continue to meet emerging needs of the local Municipalities, the Plan will be updated at year 4 and year 8.

The City of Stratford and the participating municipalities within Perth County (Town of St. Marys, Municipality of North Perth, Municipality of West Perth, Township of Perth East, and Township of Perth South) have a legislative responsibility to coordinate the development, implementation, and ongoing review of the Community Safety and Well-Being Plan. The costs associated with this are part of the Social Services - Administrative budget and is cost shared between the participating municipalities based on prevailing agreements.

### **Financial impact to current year operating budget:**

There are no budget implications beyond the 2025 approved operating budget as a result of this report.

### **Financial impact on future year operating budget:**

Future operating budgets will need to reflect the ongoing implementation and review of the Community Safety and Well-Being Plan and will continue to be cost-shared by the participating municipalities. The Partnership Council will continue to pursue any provincial grants that may be offered by the ministry in the future.

### **Alignment with Strategic Priorities:**

#### **Build Housing Stability**

This report aligns with this strategic priority as the three priority areas within the plan: Housing and Homelessness, Mental Health and Addiction, and Intimate Partner Violence and Gender Based Violence directly pertain to building and sustaining Housing Stability.

#### **Work Together For Greater Impact**

This report aligns with this priority as it is a highly collaborative initiative aimed at addressing complex social issues impacting the community.

#### **Intentionally Change to Support the Future**

This report aligns with this priority as it is flexible in meeting the community needs by being adaptive and flexible to continuously assess issues impacting community safety and wellbeing.

### **Alignment with One Planet Principles:**

#### **Health and Happiness**

Encouraging active, social, meaningful lives to promote good health and wellbeing.

#### **Equity and Local Economy**

Creating safe, equitable places to live and work which support local prosperity and international fair trade.

## **Culture and Community**

Nurturing local identity and heritage, empowering communities and promoting a culture of sustainable living.

**Staff Recommendation: THAT The Community Safety and Well-Being Plan: Charting the Next Chapter: Empowering Safe and Connected Communities 2025-2035, be received, adopted, and endorsed by Stratford City Council;**

**AND THAT The Community Safety and Well-Being Plan: Charting the Next Chapter: Empowering Safe and Connected Communities be forwarded to the Ministry of the Solicitor General, as required by the *Community Safety and Policing Act, 1990*.**

**Prepared by:** Maggie Clayton, Policy and Program Coordinator, Social Services

**Recommended by:** Kim McElroy, Director of Social Services

**Approved for Council by:** Adam Betteridge, Interim Chief Administrative Officer