

# Improving Community Safety and Reducing Crime

## A Plan for Strathcona County



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August 31, 2011

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County

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## I. Introduction

### The Vision

The vision underlying this plan is embedded in the broader vision of Strathcona County Social Sustainability Framework (2007).

*Strathcona County's vision is of a safe, caring, and autonomous community that treasures its unique blend of urban and rural lifestyles while balancing the natural environment with economic prosperity; and through strong, effective leadership is a vibrant community of choice. Strathcona County seeks to promote a caring community that respects the needs and wants of a diverse population, encourages responsible citizenship, and provides opportunities for healthy lifestyle choices.*

The development of a plan specifically focused on improving community safety and reducing crime is an opportunity to build and use the capacity of our residents and local organizations to better realize this vision.



## II. The Challenge

### Strathcona County

Strathcona County is a dynamic and diverse municipality located along the eastern border of Alberta's Capital Region, adjacent to the City of Edmonton. The County is home to 88,000 people. As a specialized municipality, Strathcona County includes the urban centre of Sherwood Park, eight additional hamlets, and rural areas that encompasses agriculture, country residential, natural areas and parks, and heavy industrial. While the majority of residents live in the urban areas, 30% of the population lives in rural Strathcona County.

Strathcona County has had a constant and significant population growth. In the last 20 years (since 1991), it has increased in size by 55%. The most recent census in 2009 saw a population increase of 2.9% (from 2008 data). While both the

urban and rural areas are seeing a population increase, the most significant growth can be found within Sherwood Park.

The average age of residents is 37.2 years. The people in rural Strathcona are slightly older than those living in Sherwood Park, which has been a trend for several years.

Strathcona County has two school districts – Elk Island Public and Elk Island Catholic Schools, with a combined total of 35 schools.

### The Mandate for a Community Safety Plan

The development of a community safety and crime prevention plan for Strathcona County was identified as a need in Strathcona County's Social Sustainability Framework, adopted by Council in 2007.

Given its ongoing role of dealing with issues related to many of the key safety issues and criminal concerns (e.g. misuse of drugs and alcohol, relationship violence, etc.), the Community Partners in Action Committee assumed responsibility for developing the plan.

### Community Partners in Action Committee

Local organizations in Strathcona County have a strong history of collaboration. The creation of the County's Drug and Alcohol Committee in December 2001 was a successful example of a multi-agency committee addressing an issue across the spectrum, from prevention through to treatment. Since that time, there have been other multi-agency committees including: the Relationship Violence and Bullying Committee and the Connections Committee. In 2008, these committees amalgamated into one larger collaborative called the Community Partners in Action Committee (CPAC).

The purpose of CPAC is to identify social issues, needs, and service gaps in Strathcona County and work together to address them. The Committee is made up of representatives from 20 agencies and organizations from the following sectors: education, community, health, law enforcement, family and community services, non-profits, children's services, and other government services (See Attachment 1). CPAC meets quarterly as an entire committee and several working groups have been formed to address specific issues, such as substance abuse and bullying. The working groups are much more dynamic and will form and subside as necessary to address relevant issues identified by the larger group. These working groups often meet more frequently and report back to the larger group.

## Crime & Safety Trends

Strathcona County is the fourth largest municipality in Alberta. Researchers for MacLean's 2010 safety rankings rated Sherwood Park as the 23rd safest municipality out of 100 urban centres in Canada. Sherwood Park ranked in the top 25 safest municipalities in the categories of murder, auto theft, robbery, sexual assault and break and enter. This is slightly better than St. Albert (31st most safe city), significantly better than Medicine Hat, Red Deer, Fort McMurray, Grande Prairie and Lethbridge and dramatically better than neighbouring Edmonton (13th most dangerous).

Because of the relatively small size of the County, the root causes of criminal activity are often relatively easy to locate. As RCMP Insp. Gary Steinke noted in a recent interview on property crime in the County:

*We continue to monitor and aggressively investigate prolific property crime offenders known to be in our area. When these active, repeat-offenders are released from custody, we often observe otherwise unexplained spikes in property crime.*

The picture of local criminal activity evolves continuously. From 2008 to 2010, for example, the incidence of property crime and auto theft remained stable at relatively low levels. At the same time, the incidents of robberies went up slightly, while break and enter offences, crimes against persons, and trafficking charges rose substantially over recent years (Griwkowsky, 2011).

At a Strathcona County Council meeting in February 2011, the RCMP identified three priority areas for their work arising from their 2010 statistics (Strathcona County Council meeting presentation, agenda item 10.1, February 22, 2011). These priority areas are traffic safety, reducing the impact of illicit drugs, and reducing the impact of break and enters in our community. Both illicit drugs and break and enters were also prioritized and addressed within the creation of this framework.



### III. Key Considerations

Criminal activities and building safe communities does not happen in a vacuum. When developing a community safety and crime reduction plan for the County, local organizations and residents need to consider a variety of important characteristics about the nature of criminal activity in the County.

#### Crime is Complex

Unlike a technical problem where there is a tested recipe or vaccination able to yield predictable results, criminal activity is a very complex phenomenon that defies simple solutions imposed by individual organizations:

- **Multiple & Joined-up Root Causes** — The causes of criminal activity and victimization are complex and tend to involve a number of social, economic and cultural risk factors (e.g. inadequate living conditions, family factors,

individual personality, behavioural or medical factors, peer associations, school-related factors, or lack of employment opportunities and training, etc.).

- **Emergent & Difficult to Predict** — The dynamics and incidences of crime are often difficult to predict and evolve continuously.
- **Diverse Stakeholders** — The large and diverse array of factors related to crime means that diverse stakeholders with different values, interests, and perspectives must work across organizational and sectoral boundaries.
- **No Simple Answer** — There are no obvious or singular answers to reduce crime. Many measures have clear advantages and disadvantages with often unknown results. A spectrum of strategies, with participation from various stakeholders is required to affect change.

Unlike dealing with technical problems, where the managerial leadership is required to plan the work and work the plan, complex challenges require communities to use adaptive leadership to raise the public interest in addressing the problem, create a civic space for stakeholders to come together to develop, and to support an ongoing process of action, learning and change.

#### Rural–Urban Communities

While urban criminal activities often grab headlines, in reality criminal activity occurs in both rural and urban communities.

Research shows that criminal activity in rural and urban communities has slightly different characteristics. For example, rural victims of violence more often report that their assailant is a relative or acquaintance and under the influence of alcohol than in an urban or suburban areas. Residents and

organizations in urban communities often have easier access to a greater range of services and supports while those in rural areas may benefit from stronger relationships and sense of community (Government of Canada, 2001).

Any effort to address criminal activity and safety in Strathcona County must acknowledge and reflect its unique rural-urban character.

## Part of the Edmonton Region

Many of the residents and organizations of Strathcona County and the broader Edmonton region work and play in each other's communities. Sometimes criminal activities spill across County-City boundaries as well.

Because many of the factors that shape community safety also cross the geographical boundaries of the County and the Capital Region, many of the solutions will require cooperation between organizations in all communities.

## Perceptions vs. Realities of Crime

It is important for residents to both be safe and to feel safe in their communities. However, residents' perceptions of safety do not always reflect the actual rates and probabilities of criminal activity:

*Canadians are concerned about crime in the country as a whole, and more specifically in their own neighbourhoods. Despite a decreasing concern for crime, the public's fears remain unrelated to actual crime rates and potential for victimization, as perceptions of criminal activity and violence are not in tune with reality. This is particularly true with respect to youth crime, which continues to be perceived as a growing problem (Carli, 2008).*

It is critical that a community understands the gap between perceptions and realities of crime and safety across the various demographic groups in the community. Fear of crime has been identified as a widespread social problem that can influence individual health and well being, and at a broader level, can influence the quality of life in local communities by limiting integration and trust among residents. (Attachment 2 contains more information on the challenge of perceptions versus realities of crime and safety.)

In some cases, despite the efforts of police and community crime strategies, a community's perception of crime and safety may not always mirror the realities of crime and safety. Therefore, it is important to understand the community perspectives in this regard, and work towards ensuring that their perceptions more accurately represent the actual probability of criminal activity and/or victimization.

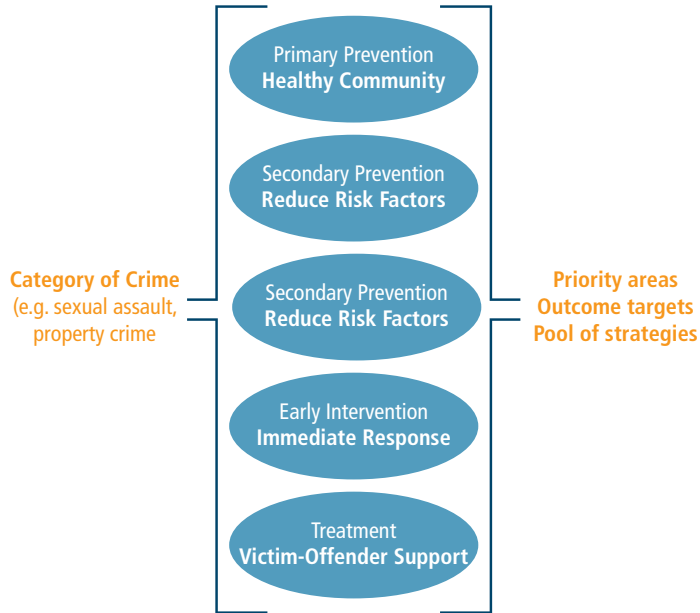
## Continuum of Intervention

This framework for change envisions community safety stakeholders working across a continuum of intervention.

These include interventions in the following five areas: primary, secondary and tertiary prevention, as well early intervention and treatment.

## Exhibit A: Continuum of Intervention for Strathcona County

Goal: Reduce incidents of crime and improve perceptions of safety in Strathcona County.



### Primary Prevention: Building a Healthy Community

Primary prevention efforts try to ensure the health of the community as a whole by attempting to prevent adverse conditions from developing that lead to crime and poor safety. Interventions which address economic well being, parenting, early childhood development, and housing are considered primary prevention if they are universally accessible and offered before difficulties are identified. This approach is often called Crime Prevention through Social Development (CPSD).

Primary prevention can be the most cost-effective method of dealing with a problem because it can reduce costs in many different areas over the long term. However, it does involve a significant lag time between instigation and results and does not result in the elimination of crime.

## Secondary Prevention: Reducing Risk Factors

Secondary prevention attempts to reduce the risk of discrete crime occurring. Some of the more common risk factors include:

### Exhibit B: Risk Factors/Protective Factors

	Risk Factors	Protective Factors
Individual	Early involvement in minor crimes, substance abuse, aggression, antisocial behaviours, restlessness, impulsiveness, difficulty concentrating.	Intolerant attitudes towards negative deviance, cognitive, social and emotional competencies, social problem solving and coping skills.
Family	Anti-social parents, family management problems, poor parent-child relationships, separation from parents, low supervision, physical abuse or neglect.	Warm, supportive relationships and bonding with parents or other adults, good family communication, opportunity and recognition for pro social involvement, parent's positive evaluation of peers and parental monitoring.
Peer Group	Influence of peers who engage in risky behaviour, gang affiliation.	Interacting with individual and social groups who have healthy beliefs and consistent standards of behaviour.
School	Low commitment to school, poor attitude and performance, early academic failure, anti-social behaviour.	High commitment and positive attitude toward school.
Community	Neighbourhood disorganization, low social economic status, availability of drugs and guns, unemployment, high rates of mobility and low neighbourhood attachment.	Living in positive neighbourhood with low neighbourhood crime, access to services and attachment to community.

Typical secondary prevention strategies include Crime Prevention through Environmental Design, which aims at dissuading criminal activity and increasing perceived safety through the proper design, use and maintenance of the built physical environment, as well as Situational Crime Prevention, which identifies situational problems, associated with a specific combination of people, a specific location or an event and resolves or prevents the immediate problem.

### Tertiary Prevention: Contain Perpetrators

Law enforcement efforts generally fall into the category of tertiary prevention because they contain known perpetrators. Sentencing people to prison ensures that they will not commit a crime while serving their sentence. This is crime prevention after the fact because the people are known to the community and have already broken the law. While these measures ensure (for a time) that an offender cannot commit another offense, it cannot reverse the effects of the original crime.

### Early Intervention: Immediate Response

Immediate response activities aim to identify, reduce and/or contain incidents of crime while (or shortly after) they are occurring. Activities include neighbourhood watch, citizens on patrol, check stops for driving while under the influence of drugs or alcohol, and 911 or crisis lines for violent crime.

Early intervention strategies are important for a variety of reasons. They may reduce the severity and scope of the criminal activity and related victimization (e.g. having police respond quickly to a domestic dispute.) Early intervention strategies may also serve as a deterrent (e.g. a check stop program that dissuades people from driving while under the influence of drugs or alcohol.)

### Treatment: Victim-Offender Supports & Follow-up

Treatment activities include those aimed at supporting victims of crime as well as those designed to reduce the recidivism of crime perpetrators.

Victim support activities are those that provide support to the victims of crime after the crime has been committed. These include trauma, mental health services, financial restitution programs, crisis lines, victim-offender remediation, access to property insurance, etc. While victim support services cannot reverse the effects of the original crime, they are ethically important and can contribute to increased perceptions of community safety. Activities that reduce the recidivism of crime perpetrators include counselling, substance abuse programs, self-help groups, parole services, etc.

In general, the more activities a community has developed along this continuum of interventions, the more comprehensive its approach to addressing crime and perceptions of safety.





## IV. Framework Development

### Plan Development and Key Stakeholder Consultation

The development of this plan included the following key phases:

- **Phase I** Analysis of crime statistics and public perception surveys on community well being and safety.
- **Phase II** Interviews with local service providers, businesses, and Strathcona County Council about existing programs and services. Gaps were identified in local programs and services as well as opportunities for reducing crime.

Stakeholders were asked for their input about the issues of crime and community, including:

- Main priorities and/or key areas of concern
- Identified gaps or challenges
- Strengths in current programs and services
- Possible solutions for identified needs

- **Phase III** Three planning sessions were held in the autumn of 2010 with over 30 participants from stakeholder organizations. In addition to all member organizations of CPAC (see Attachment 1), these planning sessions also included the following community stakeholders:
  - The Boys and Girls Club of Strathcona County
  - Citizens on Patrol
  - Strathcona Youth Justice Committee
  - Sherwood Park Mall
  - Strathcona County - Corporate Planning and Intergovernmental Affairs department
  - Ministerial Association
  - Strathcona County Information and Volunteer Centre
- **Phase IV** Writing the plan and validating findings.

### Public Perceptions & Priorities

Strathcona County organizations have been monitoring public safety perceptions and trends related to crime for over six years through a variety of surveys. These include:

- Social Values Survey (2005)
- Social Indicators Survey (2003)
- Health and Lifestyle Check Up (2002 and 2007)
- Youth Survey (2005 and 2008)
- Older Adult Survey (2008)
- RCMP Report (annually to Strathcona County Council)

Together, these surveys provide rich feedback about residents' perceptions of crime and their preferences for which criminal activities deserve the most attention. Local residents appear remarkably consistent about their top 4 priority areas for action as outlined in Exhibit C.

### Exhibit C: Ranked Priority Concerns from Survey Results

Category	Overall ranking	Social Values Survey	Social Indicators Survey	Healthy Lifestyles Check Up	Youth Survey	Older Adults Survey	RCMP Reports
Bullying	1	3	1	1	1		
Family Violence	2	2	2	2		1	
Illegal Drugs	3	1			2		1
Property Crimes	4	4					1

The clear and consistent signals from the public provide CPAC members with a strong direction to develop plans to address crime and perceptions of safety in each of these areas.



## V. The Framework

### Principles

Principles refer to the general approach that will guide the efforts of the community safety stakeholders in their efforts to reduce crime and improve perceptions of safety. CPAC members are guided by the following set of shared principles.

- **Acknowledge the complexity of crime** — crime is a manifestation of the interaction of multiple root causes and can manifest in unpredictable ways.
- **Self-organizing** — organizations and people interested in particular categories of crime and strategy areas will self-organize around their areas of interest and drive the process.
- **Focus on outcomes** — focus efforts on strategies that have the best chance of yielding the kind of results that lead to aggregate changes in the incidence of crime and public perceptions of safety.

- **Comprehensive response** — seek to ensure that the community is able to effectively address the category of crime comprehensively through prevention, early intervention, and follow-up.
- **Evidence-based** — use existing evidence to help select promising strategies and to measure the success of new and existing strategies.
- **Cross-boundary collaboration** — work across artificial organizational and sectoral boundaries in order to address root causes of crime and concerns about safety.
- **Flexible and adaptive** — adjust the work based on new learnings, shifts in the environment, and the ebb and flow of new stakeholders.
- **Short & long term** — keep a balance between short term results from programs and strategies, with the longer term results of reducing the overall incidence of crime and increasing perceptions of safety.

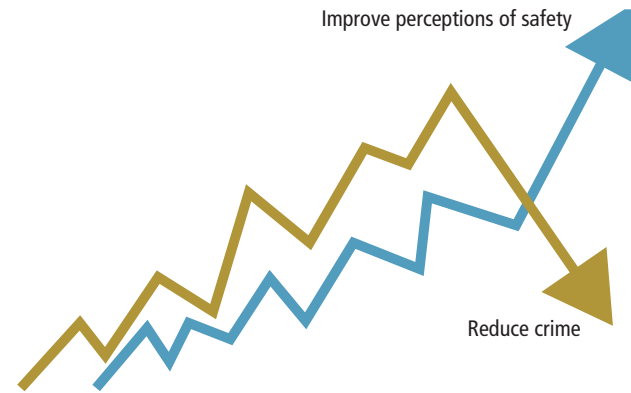
As with any set of principles, how precisely committee members best manifest these guidelines in practice will vary from situation to situation and is up to their discretion.

## Measurable Change

The goal of this crime reduction and community safety plan is to contribute to changes in two key areas:

- to reduce the **incidence of crime** across the community, and
- to increase the **perceptions of safety** among residents and the leaders and organizations involved in community safety and crime reduction initiatives.

## Exhibit D: Measureable Goals for Strathcona County



These two goals are distinct yet interdependent. While the decrease in the actual incidence of crime may result in improved perceptions of safety, the resident's perception of safety may not change and therefore require CPAC members to include targeted measures (Amherst H. Wilder Foundation, 1995).

CPAC members will review the changes in both key areas annually as part of their evaluation strategy described in section VIII.

## A Four-year Timeline

While the challenge and process of reducing crime and improving safety is a continuous one, CPAC members are focusing on a four year time frame for the adoption of this plan, specifically April 2011 to April 2015. CPAC members will reflect upon the plan annually, beginning in the autumn of 2011 and will meet in the autumn of 2015 to complete a comprehensive review.

## Priority Areas

There are multiple categories and sub-categories of safety and crime. For the purposes of this plan, CPAC will focus on these four major categories (see Exhibit E): bullying, relationship violence, property crimes and misuse of drugs and alcohol.

- Bullying is a special type of emotional violence that occurs when one or more persons are habitually physically, verbally, and emotionally abusive to others. Traditional bullying (face to face) has evolved with the rise of increased use of technology to include cyber bullying (e.g. chat rooms, text messaging, social networking sites, etc.).
- Relationship violence includes physical abuse (e.g. hitting, slapping), psychological or emotional abuse (e.g. isolation, name calling), sexual abuse, financial abuse (denying access to financial resources), and spiritual abuse (forcing others to follow a certain faith or denying them the ability to follow their chosen faith).
- Property crimes include break and enter, burglary, vandalism, motor vehicle theft, arson, shoplifting, and graffiti.
- Misuse of drugs and alcohol includes the related legal and illegal activities such as trafficking, possession, production, prescription abuse, and violations of the liquor act.

### Exhibit E: Major Categories & Sub-Categories of Crime and Safety in Strathcona County

Major Category	Sub-Category
Bullying	<ul style="list-style-type: none"> <li>• Physical</li> <li>• Verbal</li> <li>• Emotional</li> <li>• Cyber</li> </ul>
Relationship Violence	<ul style="list-style-type: none"> <li>• Domestic Violence</li> <li>• Dating Violence</li> <li>• Sexual Assault</li> <li>• Child Abuse</li> <li>• Mental Health issues (e.g. danger to self &amp; others)</li> <li>• Assault</li> </ul>
Property Crimes	<ul style="list-style-type: none"> <li>• Break and Enter</li> <li>• Vandalism, including Graffiti</li> <li>• Theft</li> <li>• Arson</li> </ul>
Misuse of Drugs & Alcohol and related activities	<ul style="list-style-type: none"> <li>• Trafficking</li> <li>• Possession</li> <li>• Production - Grow Ops</li> <li>• Prescription Abuse</li> <li>• Violations of the Liquor Act</li> <li>• Concurrent disorders</li> </ul>



## VI. Strategic Initiatives

### An Organic Approach

Local organizations in the County are already working on a rich variety of activities that contribute to a safer community. The question used when developing this plan was: What are the strategic initiatives most likely to yield concrete reductions in the incidence of crime and improve perceptions of safety?

The process of identifying, assessing, developing, implementing, and evaluating initiatives is a continuous one for CPAC. It is not enough to plan the work and work the plan. Instead, strategic initiatives must reflect shifts in the local context, provide hands-on learning about the causes and solutions to criminal activity, and introduce new evidence and best practices from crime prevention research from across Canada.

### Starting Point Initiatives

Over the autumn of 2010, the participants of the planning process identified an additional pool of 51 initiatives they felt might eventually yield concrete reductions in the incidence of crime and improved perceptions of safety. They then narrowed the list down to six starting point initiatives that met three criteria:

- **Impact:** the anticipated reduction in the incidence of crime and/or improved perceptions of safety,
- **Feasibility:** the access to resources, know-how, and networks required to make the initiative a reality,
- **Lead organizations:** there was one or more organizations willing and able to lead the development and implementation of the initiative.

These initiatives are described in the following pages.

## Initiative #1: Property Crime Education Campaign

Goals	Initiative	Key Features	Lead Roles	Potential Outcomes
<p><b>Secondary Prevention</b> To reduce the risk factors associated with property crime to target populations.</p> <p><b>Primary Prevention</b> To increase community connectedness</p>	<p><b>Education Campaign</b> To educate residents on the causes, effects, and responses to property crime.</p>	<p>Target youth and adults</p> <p>Public education – home and vehicle safety</p> <p>Encourage people to address effects of vandalism/graffiti with fast clean-up</p> <p>Focus on home and vehicle safety</p> <p>Promoting crime prevention through environmental design</p> <p>Use out of the box marketing (e.g. web, newspapers, cinema, etc.)</p> <p>Emphasize community and neighbourhood relationship building through initiatives such as get to know your neighbours, crime prevention BBQ</p>	<p>RCMP</p> <p>Family and Community Services</p>	<p><b>Short/Mid Term</b> Increase knowledge of home and vehicle safety methods</p> <p>Increase use of home and vehicle safety methods</p> <p>Residents and businesses are aware of what to do about graffiti and it is cleaned up within a shorter period of time</p> <p>Increased collaboration between RCMP, County departments, and businesses to reduce property crime through improved environmental design within Strathcona County</p> <p><b>Long-term</b> Reduction in number of property crimes in Strathcona County</p>

## Initiative #2: Youth Intervention Team

Goals	Initiative	Key Features	Lead Role	Potential Outcomes
<p><b>Early Intervention</b> To more effectively spot, reduce and contain anti-social behaviour, including drug and alcohol use.</p> <p><b>Tertiary</b> To prevent further problems in youth through assessment and appropriate referrals</p>	<p><b>Youth Intervention Team</b> To provide immediate response and support to families and youth in crisis.</p>	<p>Available 24 hours, seven days a week</p> <p>Crisis intervention and support</p> <p>Timely and effective referrals</p> <p>Work collaboratively with community organizations to provide wrap around services</p> <p>Act as an advocate for families</p> <p>Safe Communities Innovation Fund, Funding Stream B, requested and denied in April 2011</p>	<p>Primary Care Network</p> <p><b>Secondary</b> SAFFRON Centre</p> <p>A Safe Place</p> <p>Family and Community Services</p> <p>Child and Family Services</p> <p>Mental Health</p> <p>Alberta Health Services including Addiction and Mental Health</p>	<p><b>Short/Mid Term</b> High risk youth are identified</p> <p>Youth and their families are supported within our community 24 hours a day</p> <p>Youth and their families are connected to resources in a more timely manner</p> <p>Wrap around services are coordinated through the intervention workers</p> <p><b>Long Term</b> Incidence of crimes, including those related to drugs and alcohol and anti-social behaviour are reduced for youth</p>

### Initiative #3: Youth and Family Supports

Goals	Initiative	Key Features	Lead Role	Potential Outcomes
<p><b>Secondary Prevention</b></p> <p>To reduce the risk factors that can lead to crime.</p> <p><b>Early Intervention</b></p> <p>To more effectively spot, reduce and contain anti-social behaviour, including drug and alcohol use.</p>	<p>To provide welcoming and engaging places for families and young people to participate in positive activities, connect with each other, and increase awareness of resources.</p>	<p>Increase community understanding of available services</p> <p>Leverage existing community spaces to provide additional activities/programs</p> <p>Integration of services where appropriate</p> <p>Explore inter-generational uses of community facilities</p> <p>Staff will identify youth and families in need of support</p> <p>Link youth and families to appropriate resources</p>	<p>Community Partners in Action Committee members</p>	<p><b>Short/Mid Term</b></p> <p>Increase in resident knowledge of available community services</p> <p>Community programs and services are better utilized</p> <p>Community spaces offer coordinated and integrated activities and programs for intergenerational residents</p> <p>Youth and families in need of support will be identified and linked to appropriate resources</p> <p><b>Long Term</b></p> <p>Families are better supported through appropriate programs and services</p> <p>Incidence of crimes, including those related to drugs and alcohol and negative social behaviour are reduced for youth</p>

### Initiative #4: Enhanced Communication and Education Strategy for Bullying

Goals	Initiative	Key Features	Lead Role	Potential Outcomes
<p><b>Primary Prevention</b></p> <p>To reduce the risk factors associated with bullying for children, youth, and adults.</p>	<p>To provide a holistic approach to prevention and early intervention services to address root causes of bullying.</p>	<p>Build on the current community-wide momentum around bullying and positive alternatives</p> <p>Focus on developing shared understanding and shared buy-in of root causes and ways to address them</p> <p>Focus on increasing positive social behaviour in children, youth, and adults</p> <p>Develop a communication plan (e.g. key messages, symbols, priorities, actions) to promote bullying prevention</p> <p>Offer information and skill building sessions/ programs to parents and school staff on role modeling and teaching positive/ healthy social skills and interactions to kids.</p> <p>Create a Strathcona County online bullying resource for adults and kids</p>	<p>CPAC Bullying Working Group</p>	<p><b>Short/Mid Term</b></p> <p>Shared understanding of root causes of bullying within community</p> <p>Shared buy-in of strategies to address bullying within community</p> <p>Communication plan is created to promote positive social behaviour and increase bullying prevention; this includes an online resource</p> <p><b>Long Term</b></p> <p>Increases in positive social behaviour in children, youth, and adults</p> <p>Adults can identify ways to prevent bullying</p> <p>Adults are positive role models for respectful relationships</p> <p>Children and youth can identify ways to prevent or respond to bullying</p>

## Initiative #5 – Integrated Services for Bullying

Goal	Initiative	Key Features	Lead Role	Potential Outcomes
<p><b>Secondary Prevention</b> To reduce the risk factors associated with bullying.</p> <p><b>Early Intervention</b> To more effectively spot, reduce, and contain bullying.</p>	Better integrate prevention and support services into existing and/or established non-bullying resources.	<p>Work with family unit as a whole not just with individuals (i.e. whole family supports not just supports for children)</p> <p>Go to where people are already gathering (e.g. faith centres), ask what they need/want, bring resources to the centres</p> <p>Build on existing resources: some of the bullying programs available work well and can be modified to suit each unique group and/or location</p> <p>Start in early years and have resources available throughout life span</p> <p>Includes cyber bullying, cyber safety, and cyber awareness</p>	SAFFRON Centre	<p><b>Short/Mid Term</b></p> <p>Children and youth can access resources to learn positive relationship skills</p> <p>Families are provided with supports to promote positive relationship skills</p> <p>Community services have access to resources to deal with bullying and promote positive relationship skills</p> <p>Children, families and community are aware of multiple forms of bullying</p> <p><b>Long Term</b></p> <p>Bullying is prevented, identified early, and reduced</p> <p>Community members have positive relationship skills</p>

## Initiative #6 - Stage 1: Coordinated Community Response to Relationship Violence

Goal	Initiative	Key Features	Lead Roles	Potential Outcomes
<p><b>Early Intervention</b> To more effectively spot, reduce, and contain relationship violence.</p> <p><b>Treatment</b> To support the recovery of victims and reduce recidivism of offenders</p>	To provide a holistic, integrated approach to prevention, early intervention, and treatment services related to relationship violence.	<p>Provide mutually reinforcing services</p> <p>Embrace a collaborative practice inclusive of a wide range of organizations</p> <p>Reduce barriers between organizations for people seeking services</p> <p>Continually identify gaps and develop strategies to address gaps</p> <p>Develop a core group of community champions</p>	<p>A Safe Place</p> <p>Family and Community Services</p> <p>Child and Family Services</p> <p>RCMP</p>	<p><b>Short/Mid Term</b></p> <p>Barriers to service access are identified</p> <p>Strategies are created to reduce barriers</p> <p>A core group of community champions is developed</p> <p><b>Long Term</b></p> <p>Mutually reinforcing services are coordinated within the community with a wide range of organizations</p> <p>Strategies to reduce barriers are scanned regularly for gaps and refined</p>

### Initiative #6 – Stage 2: Healthy Relationship Education (Relationship Violence)

Goal	Initiative	Key Features	Lead Roles	Potential Outcomes
<p><b>Primary Prevention</b> To promote healthy relationships.</p> <p><b>Secondary Prevention</b> To reduce the risk factors associated with relationship violence.</p>	To increase the awareness of issues related to healthy relationships.	<p>Social marketing and social norms marketing about healthy relationships (e.g. educate on the dynamics of power/control)</p> <p>Focus on increasing reporting and decreasing secrecy</p> <p>Balance targeting at-risk groups with a universal approach</p> <p>Emphasize relationships across the life span</p> <p>Integrate with existing education programs, increasing accessibility</p>	<p>Family and Community Services</p> <p>Child and Family Services</p> <p>RCMP</p>	<p><b>Short/Mid Term</b> A social marketing strategy focused on healthy relationships across the lifespan is created, balancing universal and targeted approaches</p> <p>The social marketing strategy is integrated with existing education programs</p> <p><b>Long Term</b> Residents can identify unhealthy relationship features and address as needed, such as reporting</p> <p>Residents can identify healthy relationship features</p>

### Initiative #6 – Stage 3: Direct Support & Skills Development Strategy (Relationship Violence)

Goal	Initiative	Key Features	Lead Roles	Potential Outcomes
<p><b>Early Intervention</b> To more effectively spot, reduce, and contain relationship violence.</p> <p><b>Treatment</b> To support the recovery of victims and reduce recidivism of offenders.</p>	<p><b>Intervention</b> Assist families to break the cycle of violence by providing increased supports for children, families, and offenders.</p>	<p>Increase skills for healthy relationships, capacity to live a life free of violence, resilience, and coping skills</p> <p>Target males and females across life span</p> <p>Explore non-traditional, innovative ways to provide early intervention and treatment</p> <p><b>Comprehensive approach:</b> Intervene with children who witness family violence with on-going supports</p> <p>target at-risk young parents with few resources,</p> <p>provide universal social/emotional development education for preschoolers, K – Grade 6 students and their parents</p> <p>Emphasize inclusivity and broad-base buy-in</p> <p>Incorporate safety planning, danger assessments, and relationship health check-ins</p> <p>Create programs for young offenders</p>	<p>A Safe Place</p> <p>Family and Community Services</p> <p>Child and Family Services</p> <p>RCMP</p>	<p><b>Short/Mid Term</b> Increased healthy relationship skills in men and women who are at-risk of unhealthy relationships</p> <p>Identify non-traditional and innovative ways to provide early intervention and treatment services</p> <p>Children who witness family violence are provided with on-going supports</p> <p>At risk parents with few resources are targeted for healthy relationship education</p> <p>Parents of preschoolers and elementary children are provided with information and strategies to address the importance of social/emotional development in their children to promote healthy relationship building</p> <p><b>Long Term</b> Universal social/emotional development education is provided for preschoolers, K-6 students and their parents</p> <p>Community-wide support and buy-in provided for treating families affected by family violence as indicated by screening, safety planning, danger assessments, and relationship health check-ins</p> <p>Young offenders receive programs targeted to healthy relationship development</p>

## Initiative #7: Drugs and Alcohol Family Coaching Program

Goals	Initiative	Key Features	Lead Roles	Potential Outcomes
<p><b>Early Intervention</b> To more effectively spot, reduce, and contain the incidence of drug and alcohol misuse.</p> <p><b>Treatment</b> To support the recovery of victims of drugs and alcohol misuse and reduce recidivism.</p>	To provide families experiencing challenges with the misuse of drugs and alcohol with coaching from persons who have overcome these issues.	<p>Build on the Parents Empowering Parents program</p> <p>Train alumni who have been through alcohol and drug issues to mentor and support families experiencing similar issues</p> <p>Formalized matching and rigorous screening</p> <p>Crisis intervention and support</p> <p>Educate families on community resources</p> <p>Advocate for gaps in services and policy issues</p>	<p>Parents Empowering Parents</p> <p>Alberta Health Services – Addiction and Mental Health</p>	<p><b>Short/Mid Term</b> Families in the Parents Empowering Parents program are provided with additional supports by being matched with a coach</p> <p>A matching and screening process is created</p> <p><b>Long Term</b> Families in the community are knowledgeable about community resources to deal with alcohol and drug misuse</p> <p>Repeat offences from alcohol/drug misuse are reduced</p> <p>Victims of alcohol/drug misuse are treated</p>



## VII. Stewardship

### Constellation Governance

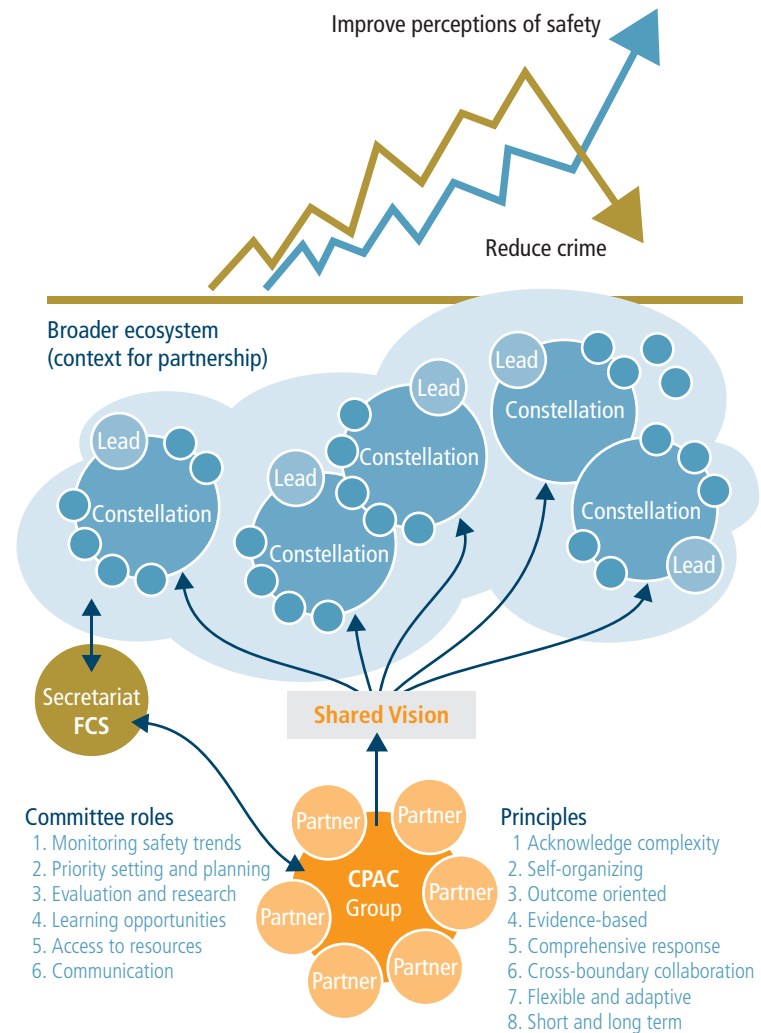
The governance arrangement model used is constellation governance; which is organizations and people interested in addressing particular categories of crime or discrete initiatives working together to set priorities, plan, implement, monitor, and evaluate their work. The emphasis of this model is on:

- self-organizing of interested organizations and residents, action,
- flexible agreements between independent organizations that have an interest on a particular initiative,
- shared and mutual accountability for activities and results.

To provide support to these self-organizing or local organizations, the CPAC committee provides coordination and planning.

Constellation governance is designed to suit the reality of a rapidly changing and complex environment where challenges and initiatives require orchestrated action by more than one organization. It also allows for continual adaptation of the vision, framework and strategies.

### Exhibit F: Constellation Governance



## Coordination and Support

Those identified as having lead roles and specific stakeholders are responsible for individual strategies, plans, and activities. All organizations involved are committed to supporting the plan where and when they can. At the same time, creating change with community issues such as crime, requires a coordinating organization with resources and dedicated staff who can plan, manage, and support the initiative through ongoing facilitation, communication, data collection, and logistical and administrative detail required for collective work to function smoothly.

- **Priority setting & Planning** — convening stakeholders to establish priorities, set outcome targets, create a pool of promising actions, and provide periodic updates.
- **Evaluation & Research** — gathering data on crime statistics, perceptions of safety, shifts in the environment, and CPAC collaborative work.
- **Learning Opportunities** — exposing people to new knowledge, ideas, and examples and questions on community safety and crime, to stimulate new perspectives and solutions, including training, workshops, etc.
- **Access to resources** — continually seeking to uncover financial and technical resources that can be accessed to support crime reduction work in the County.
- **Communication** — keeping a good flow of information about overall safety issues and activities of key safety stakeholders through informal and formal means.

Above and beyond these activities, CPAC will also embrace the leadership spirit required by collective impact activities: to focus people’s attention on the issues, create a sense of urgency, frame issues in a way that encourages creative thinking and action, and strengthen and mediate productive tension among the diverse stakeholders.





## VIII. Evaluation & Learning

CPAC will assume responsibility for gathering and analyzing data on the outcomes, process, and context of crime reduction and community safety in the County from a variety of sources.

### Individual Initiatives

CPAC will encourage and support the stakeholders of specific strategies and initiatives to design, adequately resource, and implement customized evaluations to assess the effectiveness and efficiency of each major strategy and initiative in this plan.

The results will be used to inform decisions about the management and sustainability of each initiative, as well as inform the group's broader understanding of community safety and its solutions in the County.

### Comprehensive Feedback

The ultimate goal of the plan is to reduce the incidence of crime and increase perceptions of public safety. This will be done by developing and experimenting with a comprehensive report card for each major cluster of community safety indicators using hard and soft measures in the following four areas:

- **RCMP Crime Incidence Reports** — The RCMP regularly document and publish statistical changes in the incidence of crime across the County in nearly all the major categories of crime identified in this plan. These statistics will be the major source of information on crime statistics.
- **Perception of Safety Surveys** — Strathcona County regularly conducts surveys to assess the residents' perception of quality of life issues in the County, including their perceptions and perspectives of community safety and crime (e.g. Social Values Survey, Health and Lifestyle Survey, Youth Survey). The Committee will continue to monitor these surveys and potentially build on them to ensure they gather targeted and regular feedback on safety issues.
- **Risk Factors** — many of the risk factors underlying different types of crime are relatively well known (e.g. income rates). CPAC will systematically gather and analyze the changes in these risk factors and will review the factors as part of an early warning system for community safety. For example, upon seeing indicators of an upcoming economic recession, service agencies may chose to increase their efforts to prevent the increased likelihood of family violence.
- **Systems Changes** — no one initiative or policy is likely to yield a durable change in the incidence of crime and perceptions of safety. These are shaped by interdependent

changes in various community systems (e.g. the demand and provision of services, new policies and legislation, shifts in resources, etc.) CPAC members will develop an approach to capture and analyze major system changes for each category of crime and safety over time and assess the extent to which they affect the goals of the plan.

Together, these four sources provide a triangulation of data sources that provide comprehensive and ongoing feedback to CPAC members on their progress and the dynamics of safety and crime in general. Data alone, however, is not enough. The process of interpreting what the data means and systematically linking this to decisions about the overall plan and specific initiatives is critical. CPAC members will commit to systematically reviewing the data from each of these sources and using it to influence decisions on an annual basis.

## Collaboration

The success of the community safety plan depends as much on the ability of local organizations to work across organizational and sectoral boundaries as it does on the plan itself. As such, CPAC members must continuously assess the effectiveness of their own efforts to work together on implementing the plan and on specific initiatives.

- **Collaborative Self-Assessment** — CPAC members will carry out an annual collaborative self-assessment of their work using an adopted form of tested tools by organizations such as the Amherst Wilder Foundation (Amherst H. Wilder Foundation, 1995).

The results of these self-assessment efforts may lead to changes in CPAC members and/or structure and processes of CPAC itself.



## IX. Evolution

The community safety plan is a living document that CPAC members will adapt to reflect shifts in context, new learnings, and unexpected opportunities. While the members of CPAC and the various constellations will meet regularly to work on specific strategic initiatives, they will also meet periodically to review the vision, outcomes, frameworks, and strategies in this plan:

- **Quarterly Updates** — the members of CPAC will share information and updates on the progress of their work at their regular quarterly meetings.
- **Annual Reflection & Planning Sessions** — the members of CPAC will meet annually to review and discuss the changes in the incidence of crime and perceptions of safety, shifts in risk factors, and the systems underlying safety issues. Based on this, they will replenish their pool of strategies and determine what – if any – changes are required for the plan and its implementation.

- **Four Year Review and Planning** — the members of CPAC and a broader group of local organizations and residents will meet in the autumn of 2015 to carry out a comprehensive review of the community safety picture in the County and upgrade their vision, goals, framework, pool of strategies, and overall approach to community safety in a new community plan.



## X. Summary

Creating a safe, healthy and vibrant community is the responsibility of everyone in Strathcona County. It is in this spirit that a crime reduction and community safety plan was developed by a collaborative of community stakeholders. This plan provides a background, framework, and concrete set of strategic initiatives around which local organizations and residents in the County can organize and begin to see changes in crime and perceptions of safety. With a continued emphasis on collaboration, commitment of community partners to work on strategies, and continual assessment, this complex issue can be addressed, seeing positive change in crime rates as well as the community's perception of safety.



## Attachments

### Attachment 1 — Community Partners in Action Committee (CPAC) Members

**Alberta Health Services** — Strathcona County Health Centre provides audiology, speech and language services, child health clinics, support for new moms, immunizations, school dental and nursing services and volunteer services.

**Alberta Health Services Addiction and Mental Health** — Youth Services (Prevention) provides addiction prevention and information services to schools and communities in Edmonton and area, primarily focused at the 12-17 year-old age group.

**Mobile Youth Services** provides individual and family counselling to youth and families whose lives are impacted by drug addiction.

**Alberta Health Services Addiction and Mental Health-Sherwood Park Office (Adult)** provides addiction assessments, individual and family counselling, and referrals to community and other Alberta Health Services. Prevention services include community consultations and collaboration, community presentations and workplace training.

**Alberta Health Services** — Sherwood Park Mental Health (adult, children and adolescent) clinics provide mental health assessment and treatment services to children, families, adults and seniors. Services include intake services and determination of priority for all referrals, crisis intervention services, mental health assessment, treatment services, in-school services, case coordination, assistance with referrals, assistance to school

providers, physicians and other health/community providers for clients experiencing mental health difficulties.

**Edmonton and Area Child & Family Services Region 6 Strathcona County Neighbourhood Centre** provides intake and referrals relating to child intervention services under the Child, Youth and Family Enhancement Program. Case workers provide short-term, in-home services to alleviate the risk factors. Core Protection Program services to high-risk families through investigation of child neglect and abuse. Follow-up services are provided to families whose children are deemed to be in need of protection. Foster Care and Adoption services include processing of applications and training and support for foster and adoptive families. Counselling to parents considering relinquishing their child for adoption is also available.

**Elk Island Catholic Schools** serves the communities of Camrose, Fort Saskatchewan, Sherwood Park, Strathcona County, and Vegreville. They are dedicated to providing a quality, faith-based learning environment to students of any background and/or faith, where their skills are nurtured and celebrated by dedicated, caring staff.

**Elk Island Public Schools** serves over 16,200 students in Sherwood Park, the City of Fort Saskatchewan, the Town of Vegreville, Strathcona County, the County of Lamont, and the western portion of the County of Minburn. Elk Island Public

Schools provide a wide variety of programs, services, and resources to support the learning process.

**McMan Youth, Family and Community Services** provides family education, skill development, and one-to-one therapeutic support for youth as well as family counselling and mediation.

**Parents Empowering Parents (PEP) Society** provides education, innovative programming, support and hope for individuals or families dealing with or concerned about substance abuse/addiction.

**Primary Care Network (Sherwood Park/Strathcona County)** is based on referrals from family physicians. A team of health care professionals work together to meet and assist patients with both physical and emotional well-being.

**RCMP Strathcona County Detachment** provides policing services to the residents of Strathcona County.

**RCMP Victim Services** provides support, information and referrals for individuals or families who are victims of crime or trauma.

**A Safe Place, Strathcona Shelter Society Ltd.** provides services for families experiencing violence in their lives, it includes shelter accommodation for women and their children fleeing violence, outreach services for families in need of support and education about intimate partner relationships. They operate a 24-hour crisis line for victims of abuse and victims of human trafficking.

**SAFFRON Centre Ltd.** is a registered charitable not-for-profit organization located in Sherwood Park and also serves surrounding areas. SAFFRON provides services to victims of trauma, abuse and sexual violence and/or their family members and supports. They also offer an extensive public education

program that provides information sessions to students, parents, educators, other professionals and community members about relevant issues including cyber-violence, internet safety, sexual assault and harassment and more.

**Sherwood Park Alliance Church** is a welcoming church in Strathcona County. They offer worship services to over 2000 people in our community. They also have a variety of ministries and programs which focus on personal, family or community issues from a faith perspective.

**Strathcona County Community Mediation Society** provides mediation services free of charge and public education in communication skills and peaceful conflict resolution. These services are offered through trained volunteer mediators and facilitators.

**Strathcona County Family and Community Services** provides social programs to positively affect the quality of life for residents. They are committed to increasing the capacity of individuals, families and communities to prevent or address social problems. Programs include: counselling, home visitation, parent link, youth council, groups for children and adults, and community and social development.

**Solicitor General and Public Security (Probation)** is involved with ensuring offenders, both youth and adults, adhere to their court ordered conditions and assist them in addressing any areas of concern.



## Attachment 2 — Perceptions vs. Realities of Crime & Safety

Taken from Abbotsford’s Crime Reduction and Safety Strategy. See [www.abbotsfordcrimereduction.ca](http://www.abbotsfordcrimereduction.ca)

A community’s perceptions of crime and safety do not necessarily correspond with the realities of crime and safety in that community. An individual’s perceptions about crime and their relative safety in relation to becoming a victim of crime are formed by three basic factors:

- A prior experience of being victimized by criminal activity or knowledge of others who have been victimized by criminal activity;
- Through various sources of information received regarding criminal activity, success and unsuccessful efforts; and
- The visibility of actions being taken to address criminal activities and improve their relative safety.

Conducting a crime and safety perception survey on an annual basis, combined with the latest statistics on crime rates and the geographic distribution of crime, is a valuable assessment tool for measuring community perception of crime and safety. If a specific area of concern is identified through the survey (i.e. a particular crime/safety concern in a specific demographic group), a specific action can be taken to address the issue.

A higher level approach, including the following actions, can help reduce the gap between perceptions and realities of crime and safety:

- Share real time crime statistics for priority crime areas and by geographic regions of the city;
- Report regularly on success stories of apprehending criminals and key criminal judgments and sentences;
- Regularly report on the progress and successes of the Crime Reduction and Community Safety Strategy; and
- Showcase the good work of community agencies and non-profit organizations who contribute to crime reductions, community safety, and pro-social development.

The above noted recommendations are reinforced by a number of strategic initiatives described in this plan. Conducting a survey on an annual basis will be a separate initiative housed in and administrated through CPAC.



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