



**CRIME PREVENTION
INVESTMENT PLAN (CPIP)
ORGANIZATION
THEORIES OF CHANGE
AND OUTCOME INDICATORS

2022**

Revised 2022 May 27

Theory of Change Overview

A Theory of Change is the cornerstone of CPIP's contract with an agency for delivering a specific program. For each funded program, CPIP requires a Theory of Change, which includes:

- **Full Legal Agency Name** (capitalized) and **Program Name**
- **Crime Prevention Level:** Early Identification, Prevention of Reoffending, or Siim ohksin: Wahkotiwin
- **Need:** A short paragraph with relevant statistical information about the population to be served. Footnotes are used to cite complete references and data sources.
- **Goal:** A short sentence that clearly states the long-term outcomes the program is expecting to achieve (not the goals of the agency). *To...*
- **Strategy:** The specific strategies that will be used by the program to achieve the goal, including who the program is aimed at (target audience), what will be done (program content), where and how it will be delivered, and when. This should include information on frequency, duration, and program cycle (e.g., runs two hours per day three days per week in quarterly cycles; runs once a week for three hours from September to December and January to June; year-round, ongoing registration with post-testing done every March).
- **Rationale:** This is a summary of key research findings that support why the strategy that is being used is a best or promising practice for achieving the program goal. Key research findings are provided in the [CPIP Research Brief and Guiding Document](#) and the [Siim ohksin: Wahkotiwin Guiding Document](#). For a deeper understanding of why to use an approach, organizations can refer to the original research cited in the guides. Use footnotes to cite complete references.
- **Risk/Protective Factors OR SWI Surveys:** Social Development programs should list the one to three risk/protective factors they are focusing on and will report on in their Year End Report. These factors are chosen from [CPIP Risk and Protective Factors](#). Siim ohksin: Wahkotiwin programs should select two to three surveys from [Siim ohksin: Wahkotiwin Indicator Surveys](#).
- **Footnotes:** Footnotes are used to provide complete references for the research referenced.

Creating or Revising a Theory of Change

Before you begin to revise an existing Theory of Change (TOC), please ask your CPIP Partnership Specialist to send you a copy of the latest version of your TOC. Please make all revisions using that document. If you plan to develop a TOC for a new program, please use the latest version of the [TOC Template](#). Thank you!

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ABORIGINAL FRIENDSHIP CENTRE OF CALGARY

• Ahmahtoo'siim-ahkoohmsi (Smudge Vow) Program

2020 June 01

THEORY OF CHANGE:

Crime Prevention Level: Siim'ohksin: Wahktowin

Need: Incarceration rates of Indigenous people are 6 to 7 times higher than the national average, with rates of recidivism and a return to custody as high as 70% in some regions. Recidivism and over-representation of Indigenous people may be mediated through an increase in transition supports for those exiting the justice system, improved engagement with Indigenous communities in providing reintegration services, and increased access for offenders to culturally-relevant programming.¹

Goal: The goal of the Ahmahtoo'siim-ahkoohmsi (Smudge Vow) Program is to provide a foundation to lifetime healing for Indigenous individuals who experience psychosocial, systemic, and cultural challenges resulting from intergenerational trauma, of which involvement with the justice system is symptomatic.

Strategy: The program works with Indigenous individuals who are released from incarceration under Section 84 and those granted Statutory Release by Corrections Services Canada (CSC). Participants are admitted prior to their institutional release; through agency- or self-referral. The Program offers cultural and psychosocial programming in a culturally safe and non-confrontational environment—the Circle and the Lodge. It is a 6-month program offered twice a week for a total of 48 sessions. Based on a cohort-mentorship model, a maximum of 25 participants in any one cycle must meet specific criteria through a formal application process. Individuals must commit to the entire 24 weeks with no new intakes after the cycle has started.

Rationale: Both the OCIC and the FCSS Siim'ohksin Wahkotiwin Research Brief² suggest behaviours associated with criminal activity are a symptom of the historic and current colonial systems imposed on Indigenous individuals, families, and communities. This has resulted in complex and collective forms of historical and intergenerational traumas as a result of residential schools, the child welfare system, and the Indian Act (root causes).³ In an Indigenous context, the notion of “justice” is to restore balance and equilibrium within the community, to reconcile the accused with his or her own conscience, and with the individual or family who has been wronged. This is where real change in behaviour begins. The oral approaches and the Lodge concept outlined in the Program presents an alternative method to reaching and supporting individuals who are typically overlooked or unable to participate in mainstream “crime prevention” programs. Cultural and psychosocial integration is critical since intergenerational trauma is the result of colonization. Meaningful change in a person's behaviour is influenced by systems involvement including exposure (or lack thereof) to culture, language, ceremony, and land; and relationships to Elders, family, and extended family. Holistic teachings, bringing culture to the core, and linking historical understanding to wellness helps individuals with longstanding trauma ease into the difficult journey of personal reconciliation and responsibility.

SWI Surveys:

Survey 101 Understanding Siim ohksin: Wahkotiwin

Survey 103 Understanding Risk and Protective Factors

Survey 104 Understanding Natural Laws and Ceremony

¹ Indigenous People in Federal Custody Surpasses 30%: Correctional Investigator issues Statement and Challenge. Office of the Correctional Investigator, Government of Canada. January 21, 2020. <https://www.oci-bec.gc.ca/cnt/comm/press/press20200121-eng.aspx>

² MacLeod, Suzanne. 2018. Siim ohksin: Wahkotiwin Research Brief and Strategy. Calgary: City of Calgary, CPIP.

³ Maria Yellow Horse Brave Heart, Josephine Chase, Jennifer Elkins, and Deborah B. Altschul. 2011. “Historical Trauma Among Indigenous Peoples of the Americas: Concepts, Research, and Clinical Considerations.” *Journal of Psychoactive Drugs*. 43:4, 282-290, DOI: [10.1080/02791072.2011.628913](https://doi.org/10.1080/02791072.2011.628913)

BIG BROTHERS BIG SISTERS OF CALGARY AND AREA

• Mentoring At-Risk MASST Youth Through Transitions

Revised 2020 August 24

THEORY OF CHANGE:

Crime Prevention Level: Early Identification

Need: This project will fill the need for transitional support for children exiting MASST by connecting them with a caring adult mentor through BBBS Calgary. Evaluation from the Calgary Police Services shows that while outcomes do tend to 'stick' at the two-year post-program mark, the transition to junior high can derail gains achieved through MASST in many older children. Meanwhile, young MASST graduates are left without extra support as they develop and mature. Prior work in this area has shown us that these referrals come to us with many Adverse Childhood Experiences (ACEs). Unpublished program data from 2019 indicated that 78% of referrals had experienced parental separation or divorce, 71% conflict or violence in the home, 63% mental health issues in the home, 61% emotional abuse, and 60% the death of someone close to them.

Goal: Children transitioning from MASST thrive through a rich network of developmental relationships that foster resilience, mitigate risk and encourage positive life choices.

Strategy: This program serves children aged 6-13 years referred to us by MASST staff and their non-referred siblings. These children will have been identified as needing extra support as they leave the MASST program. Referred children will go through the BBBS Calgary intake process and be matched with a volunteer adult mentor from the community. This intake process will include rigorous interviewing and training for volunteers, children and their families. Mentees and their mentors will be supported by a mentoring coordinator, who will monitor the match, provided reflective strength-based supervision, and offer problem-solving strategies as needed. The matches meet weekly in the community for 2-5 hours, for an average match duration of eighteen months and a minimum duration of one year.

Rationale: Mentoring has been recognized as an effective strategy to build protective factors and mitigate risk factors in young people who are at risk of poor outcomes. We follow MENTOR's Elements of Effective Practice for Mentoring, which govern processes in recruitment, screening, training, match support and closure. Research shows that a relationship with a caring adult builds a number of protective factors in young people: close friendships with positive peers, effective problem-solving skills, positive interpersonal skills, positive pro-social behaviours, positive relationship with an adult, self-efficacy, self-esteem, and a sense of responsibility. Evaluations from the Boston Consulting Group,¹ academic studies and our own Evaluation Specialist show that BBBS mentoring meets the criteria for a model program, as defined in the Guiding Document's section on evidence-based approaches. Based on what works in this arena, we are running a pro-social youth program, targeting children between 6 and 13 in a community setting.²

Risk/Protective Factors:

R2. Prior victimization

P3. Positive relationship with an adult

P8. High self-efficacy, high self-esteem, and sense of responsibility

¹ Boston Consulting Group (2013) BBBS Social Return on Investment Study.

² Constellation Consulting Group. 2018. Crime Prevention Investment Plan: Research Brief & Guiding Document. Calgary: City of Calgary, CPIP. Page 9.

THEORY OF CHANGE:

Crime Prevention Level: Early Identification

Need: A high level of overdoses and social disorder on and around the Calgary Transit System for the past several years continues to speak to the need to utilize a targeted approach to address the high frequency of incidences with vulnerable individuals. Across datasets from Calgary Transit between 2014 and 2018, over 60% of calls to Peace Officers were for situations involving checks on welfare, intoxication, or unwanted person(s).¹ With incidences ongoing, increases in drug toxicity and homelessness, and evidence showcasing the value of a socially responsive strategy, there is a need to continue utilizing the partnership between Downtown Outreach Addictions Partnership (DOAP) and Calgary Transit for impactful change.

From April 2021 - January 2022, the DOAP Transit Team had a total of 1,388 interactions with 364 unique individuals, providing services such as transportation, checks on welfare, case management, and information and referrals.² These were the demographics of the population the team worked with during that time: Indigenous (37.1%) or Caucasian (34.3%) and between the ages of 25-50.³

Goal: To engage with vulnerable individuals accessing Calgary Transit or on Calgary Transit property and connect them with social supports before unwanted incidences occur to increase safety for all transit users, while helping facilitate a cultural change within Calgary Transit to show Peace Officers in a more positive light to vulnerable individuals.

Strategy: One Alpha House DOAP Outreach Worker and one Peace Officer work together to prevent misuse of LRT Platforms and C-Train lines by individuals experiencing homelessness and/or struggling with addictions. The program works to connect this demographic (18+ men and women presenting with substance use issues) to social supports. The team works ~7 days a week, 10 hours a day and is year-round. They respond to calls plus patrol platforms and train lines, including known “hotspots” of activity for this population.

Rationale: Early identification is a secondary prevention where initiatives are targeted towards people and areas most at risk of crime.⁴ Data and our own experience shows that transit is an area associated with high levels of social disorder where individuals who are in a vulnerable state (either due to mental health or substance use or a combination) may congregate. The past few years and the COVID-19 pandemic has served to reinforce this evidence. The DOAP Transit Partnership exists to mitigate the risk of crime or disorder by engaging thoughtfully with the target demographic before incidences occur. Thoughtful engagement involves recognizing the connection between substance use and trauma, which is why the team follows a trauma informed approach. This allows them to use language and communication to create a meaningful relationship with the client, which is crucial to helping them improve their circumstances and access supports.⁵

Risk/Protective Factors OR SWI Surveys:

- R1. Prior delinquency/crime
- R2. Prior victimization
- R8. Substance abuse

¹ Transit Peace Officer Calls. Open Calgary. 2020. <https://data.calgary.ca/d/h5nx-7iyn/visualization>

² Calgary Alpha House Society. 2022. Alpha House Transit Team Workbook 2022. Page 1

³ Calgary Alpha House Society. 2022. Alpha House Transit Team Workbook 2022. Page 2

⁴ Constellation Consulting Group. 2018. Crime Prevention Investment Plan: Research Brief & Guiding Document. Calgary: City of Calgary, CPIP. Page 10.

⁵ Alberta Health Services. 2020. The Trauma Informed Care Project. Module 1.

THEORY OF CHANGE:

Crime Prevention Level: Early Identification

Need: Immigrant Youth Crime Prevention Project (IYCPP) helps immigrant youth aged 12-24 at risk of committing crime adjust to Canadian culture, navigate the justice system and avoid criminal behaviours. Most newcomer youth aged 15 to 24 (79.8%) are from racialized “visible minority” backgrounds¹. When immigrant youth come into conflict with the law, they perceive hostility and racial profiling which leads to a loss of faith, discontent, and anger towards police.² Many immigrants may be hesitant to contact police³ due to coming from war torn environments and military regimes, and/or do not understand Canada’s justice system and end up unintentionally in conflict with the law⁴.

Goal: To help immigrant youth gain a strong sense of identity, be connected with and contributing to their community, and live a positive lifestyle that prevents their involvement in crime.

Strategy: A trained Immigrant Youth Advocate (IYA) works with immigrant youth between the ages of 12 to 24 who are displaying criminal-like behaviours or may be already involved in the justice system. Youth are referred by schools, natural supports, self, organizations that serve immigrant youth and justice officials. Working in the community, the IYA uses trauma informed and client centered case management practices. Meetings are held weekly, one-on-one, at a location that works best for the youth. The IYA helps the youth with intake and assessment; develops a service plan around the four life areas of the Circle of Courage to address some or all of the youth’s risk factors and build protective factors⁵. The plan is reviewed at each meeting, goals are adjusted and strategies to meet those goals are discussed. The IYA will work with the youth until the youth and staff decide that support is no longer needed. Youth average six months on a caseload. Youth are connected to natural supports and community resources.

Rationale: The study, *Immigrant Youth and Crime*, says that the “ease with which immigrant youth and their families integrate into Canadian society has an impact on their futures; family and community supports, including mentors and role models, can have an enormous affirming influence on immigrant and refugee youth⁶.” The IYA works as a caring adult with youth who identify as 1st or 2nd generation immigrants, to ease their integration into Canadian society. Immigrant youth who have a stronger sense of cultural identity and belonging have increased resilience and are less likely to engage in crime. This sense of belonging may come from strong family and community ties, religious affiliation, or a feeling of general acceptance⁴. Our approach with the Natural Supports Practice Framework (NSPF) supports youth to develop “strong community ties, family support, and positive role models to successfully navigate the transition from youth to adulthood.” NSPF uses three foundational practices: Identity and Belonging, Trauma-Informed Practice, and Reflective Practice⁷.

Risk/Protective Factors

- R4. Poor educational potential/attainment
- P3. Positive relationship with an adult
- P6. Positive coping strategies and interpersonal skills

¹ Shakya Y. Determinants of mental health for newcomer youth: Policy and service implications. *Canadian Issues/Thèmes Canadiens* 2010:98-102

² Hieu, N. 2015. *The Unravelling of Identities and Belonging: Criminal Gang Involvement of Youth from Immigrant Families*.

³ Crime Prevention Investment Plan. 2018. Research Brief & Guiding Document.

⁴ Bertrand, L., MacRae-Krisa, L., Costello, M., Winterdyk, J. 2013. *Ethnic Diversity and Youth Offending: An Examination of Risk and Protective Factors*. *International Journal of Child, Youth and Family Studies*.

⁵ Brokenleg, M., Steve, B., Bob, R., Claudio S., and Larry K., B. 1996. *Reclaiming youth at risk: our hope for the future*. Bloomington, IN: National Educational Service.

⁶ Rossiter, J., Katherine, R. 2009 *Immigrant youth and crime: Stakeholder perspectives on risk and protective factors*. Prairie Metropolis Centre.

⁷ The Change Collective. 2018. *The Natural Support Framework*. Organization Theories of Change and Outcome Indicators, 2022

THEORY OF CHANGE:

Crime Prevention Level: Early Identification

Need: Our internal program evaluations, reports, and observations of our clients show the need for Occupational Therapy. In 2020, 55% of youth clients aged 15-24 years reported mental health issues. This increased to 71% in 2021. The need is reinforced by recent information about the worsening mental health crisis within the Calgary youth population. Statistics from Alberta Health Services show a 36% increase in youth 18 and under visiting the AB Children's Hospital ER for mental health concerns from 1430 between January and July 2018 to 1951 during the same period in 2021.¹ The increase in the number of kids and teens seeking help for self-harm was even more dramatic – AB Children's Hospital reported 142 between January and July 2018 and 342 during the same period in 2021, an increase of 141%.¹⁸

Goal: To use Occupational Therapy to support youth, who are criminally involved and facing mental health and addiction issues, learn ways to engage in healthier, independent, crime-free lifestyles; thus reducing recidivism and increasing community safety.

Strategy: An Occupational Therapist (OT) works with CJHS youth clients, aged 15-24. The OT receives referrals from CJHS Caseworkers and provides health assessments (cognitive, mental health, sensory and living skill) and subsequent interventions. They act as a liaison and provide referrals and linkages to assist clients in accessing appropriate services and confidently navigate health care and other social service systems independently. The OT writes reports supporting applications to AISH, Access Calgary, supportive housing, etc. OT services are client-centered and trauma-informed. Their support may be in place until the client becomes stable in their health. The OT will function in an outreach capacity allowing assessments and interventions to occur in the clients' own environment. The OT is a vital part of the case management process as they teach internal staff about why certain clients react to situations or subject the way they do. This knowledge sharing improves client-staff interactions.

Rationale: The project aims to prevent crime through a social development approach.² Ongoing OT support will improve client health and self-sufficiency by facilitating the development of daily living skills, mental health coping strategies and other goals, increasing protective factors and decreasing risk factors.¹⁹ The evaluation of OT in our Adult Housing Program highlights that OTs can prevent occupational deprivation, reduce antisocial behaviour, and reduce recidivism.³ It indicates there is research to show that OTs can play a key role in housing stability, health and well-being, and social inclusion.²⁰ Correctional Service Canada statistics indicate that serious mental health concerns are prevalent among correctional populations.¹⁹ OT intervention at an early stage will mitigate risk factors that may lead to more serious criminal involvement. An OT approach addresses risk factors on a clinical basis and supports youth to manage their mental health and addictions and gain the support they need to lead healthier lives.

Risk/Protective Factors

R8. Substance Abuse

R10. Conditions such as FASD, learning difficulties, poor mental health

P6. Positive coping strategies and interpersonal skills

P8. High self-efficacy, high self-esteem, and sense of responsibility

¹ CBC News. 2021. "Calgary kids and teens face growing mental health crisis as pandemic drags on". Website. <https://www.cbc.ca/news/canada/calgary/children-mental-health-covid-1.6213408>

² Crime Prevention Investment Plan. 2018. Research Brief & Guiding Document.

³ The Role of Occupational Therapists in Client Outcomes. 2021. HelpSeeker Technologies. Organization Theories of Change and Outcome Indicators, 2022

THEORY OF CHANGE:

Crime Prevention Level: Siim ohksin: Wahkotiwin

Need: Indigenous Peoples make up approximately 5% of the total Canadian population yet are the largest and fastest rising group experiencing negative interactions with law enforcement and custody¹. Over-representation and astonishing numbers of Indigenous Peoples interacting with law/bylaw enforcement and in custody necessitate access to justice for Indigenous Peoples that is de-colonized and forwards the agenda of Truth and Reconciliation². Services for Indigenous Peoples are best delivered in a culturally and historically informed context, and by Indigenous Staff³.

Goal: Indigenous Peoples experience healing and well-being as they have access to justice and interact with the legal system.

Strategy: The program offers both individual and community legal clinics, information and advice, brief services, representation, and emotional support in a culturally and historically informed and influenced manner to low income and/or marginalized Indigenous Peoples across Calgary and surrounding reserve communities. The program supports Indigenous Peoples as they increase self-esteem and feel empowered in the justice system through the inclusion of traditional practices such as: reflecting on thoughts/behaviour through storytelling, using oral history to identify problems, and practicing hopefulness and forgiveness through ceremonies like smudging, pipe ceremonies, sun dances, or sweats. Services are delivered at CLG offices as well as in partner organizations and other places where Indigenous Peoples may gather in Calgary and on reserve.

Rationale: If urban Indigenous Peoples have access to legal services that are embedded in Indigenous ways of knowing and are based in ensuring safety, inclusion and re-connection of cultural identity, then urban Indigenous Peoples will have a better understanding of the legal system and experience reconciliation and healing through their interactions within the justice system. Research shows that historical, or intergenerational, trauma suffered by Indigenous Canadians has and will continue to lead to generations of people struggling with knowing and claiming their place, voice, and unique identity in our colonial environment⁴. Navigating the justice system is daunting, confusing and out of reach for many, reinforcing the troubled relationship between Indigenous Peoples and the legal institutions of Canada. Legal services for Indigenous Peoples are best delivered in a culturally and historically informed context, and by Indigenous staff⁵. Possibly the most legislated identified groups, Indigenous Peoples have been subject to legislation enacted to control nearly every aspect of their lives. *Sahwoo mohkaak tsi ma tass* seeks to build trust with Indigenous Peoples and join the healing process by changing how we engage urban Indigenous Peoples in our services and how lawyers and staff deliver services.

SWI Surveys:

Survey 101 Understanding Siim ohksin: Wahkotiwin

Survey 105 Cultural Knowledge and Personal Resilience

1 Monkman, L. (2018, 06 29). Indigenous incarceration rates: Why are Canada's numbers so high and what can be done about it? Retrieved from CBC Radio: <https://www.cbc.ca/news/indigenous/indigenous-incarcerationjustice-system-panel-1.4729192>

2 Truth and Reconciliation Commission of Canada. (2015). Calls to Action. Winnipeg: Truth and Reconciliation Commission of Canada.

3 Family and Community Social Services. (2014). Aboriginal Research Brief. Calgary: City of Calgary, FCSS.

4 City of Calgary. (n.d.). Siim ohksin: Wahkotiwin: Approaches towards crime prevention among Indigenous people. Calgary: City of Calgary.

5 Urban Aboriginal Peoples Study. (2010). Urban Aboriginal Peoples Study: Main Report. Toronto: Environics Institute

THEORY OF CHANGE:

Crime Prevention Level: Prevention of Reoffending.

Need: A successful transition to adulthood is more difficult for vulnerable youth, including those engaged in criminal activity. For these youth, specialized developmental programs¹ that are focused on building protective factors can make a significant difference in the re-occurrence of crime². Programs for youth that focus solely on preventing high-risk behaviour have showed little appreciable success^{3,4}. Strengths-based programming, such as In the Lead, builds social capacity, wellness, and helps vulnerable youth successfully transition to adulthood by successfully building the protective factors known to reduce the likelihood of further criminal activity⁵. Currently the 200-300 youths involved in the Calgary Youth Justice Committee diversion process have limited access to strength-based programming.

Goal: To engage young people with criminal justice involvement in a strengths-based leadership and character development program and increase protective factors known to reduce the likelihood of risky behaviour and reoffending.

Strategy: In the Lead 180 (Diversion) works with youth aged 14-25, with criminal justice involvement, who show sparks of leadership and would benefit from exploring and developing their strengths and potential to build protective factors and prevent the re-occurrence of crime. Participants are referred to the program from various organizations and institutions that provide extra judicial sanction programming and/or intervention and prevention programming.

The program consists of six 1.5 hour sessions. The program operates all year long on a 6 week rotation. Participants attend as many sessions as mandated or able and can join the rotation at any point. The program is delivered at the Calgary Youth Attendance Centre, Calgary Young Offender Centre and the Calgary Women's Remand Centre.

Rationale: The strength-based approach used by In the Lead 180 is standardized and validated by international empirical research⁶. In the Lead 180 identifies the strengths of youth who are at-risk and supports them to utilize their gifts in pursuit of more positive and safe goals⁷. The curriculum is based on 7 core leadership competencies identified by Resiliency Initiatives as important in building resilience and reducing risk⁸. It incorporates key service principles including relationships; collaboration; strengths-based; participation and inclusion; individually responsive and flexible; capacity building through resilience; and continuity of care⁹. Youth programs that emphasize opportunities for growth have been more effective than efforts which target the prevention of specific problems¹⁰.

Risk/Protective Factors:

P6. Positive coping strategies and interpersonal skills

P7. Optimism, positive school experiences, positive expectations for the future

P8. High self-efficacy, high self-esteem, and sense of responsibility

¹ Cooper, Merrill. 2014. "Key principles for effective service delivery to vulnerable youth." Positive child and youth development. FCSS Calgary Research Brief 1. Calgary: City of Calgary, FCSS Calgary. Page 14.

² Winterdyk, J., & Blair, D. (2018). One for all and all for one: An innovative breakthrough for youth justice and vulnerable youth (Vol. 33. Ottawa: Canadian Criminal Justice Association).

³ McCaskey, W. (2008) The Strengths Approach. Victoria: St. Luke's Innovative Resources.

⁴ Scales, P. C., & Leffert, N. (1999). Developmental assets: A synthesis of the specific research on adolescent development. Minneapolis, MN: Search Institute.

⁵ Resiliency Initiatives. (2012). Core Character Competencies and Positive Youth Development. Calgary: Resiliency Initiatives.

⁶ Grant, J.G., and S. Cadell. 2009. "Power, Pathological Worldviews, and the Strengths Perspective in Social Work." Families in Society, 90: 425-430.

⁷ Bhatt, G., Tweed, R., Dooley, S. (2010, April). Strength-based approaches to youth gang prevention in BC: Community Consultation Paper.

⁸ Resiliency Initiatives. 2012. Core Character Competencies and Positive Youth Development. Calgary: Resiliency Initiatives. Page 2.

⁹ Cooper, M. (2014). Transition to adulthood for vulnerable youth. City of Calgary, FCSS Calgary Research Brief 1. Calgary: Positive child and youth development.

¹⁰ Boys and Girls Clubs of Canada. (2008). Creating Positive Alternatives for Canadian Youth. Boys and Girls Club of Canada.

CENTRE FOR NEWCOMERS SOCIETY OF CALGARY

- The Real Me Program for High Risk Immigrant Youth

2020 June 1

THEORY OF CHANGE:

Need: Years of research into understanding newcomer youth pathways to gang involvement suggest that newcomer youth become involved in gangs as the result of gradual disintegration of their interactions with their families, schools, and communities. This situation, combined with experiences of poverty, isolation, and racism, propels them into forging friendships with other socially disconnected peers and become involved in social cliques that subsequently progresses towards membership in criminal activities¹. Combined these factors contribute to the erosion of protective factors such as family stability, positive peer influence, pro social behaviours, positive school experience and increases the vulnerability levels of newcomer youth in Calgary. It is thus critical that newcomer youth and their families are supported to reduce their potential for involvement in gang and criminal activities in Calgary.

Goal: To prevent and or reduce the involvement of first- and second-generation newcomer youth and their families in gang activities.

Strategy: The Real Me Family Support program utilizes a wraparound model to deliver services to newcomer youth and their families. Wraparound is a planning process that has proven to be particularly effective in delivery of service for different population groups including newcomer youth. The process helps bring people and resources together to provide better lives for those involved in or at the brink of getting in gang activities, using a series of steps or phases-engagement, team planning, implementation, and transition. Key program components include individualized care plan (engagement, risk and needs assessment), mentoring (matching participants to positive role models for at least 1 year), academic support through designing of learning goals and plans, employment and life skills development, pro-social activities and recreation, community/public education on issues of newcomer youth and crime, culturally appropriate counseling for trauma and mental health cases, and family support. Family support activities consist of connecting families to resources, family education/functioning and support with basic needs. Participants and families are engaged in the program for an average period of 18 months, where they work with youth facilitators, counselors, schools, and mentors on daily basis for an average of about 12 hours/week.

Rationale: Research suggests that an effective way to address risk factors is to understand root causes of gang involvement by newcomer youth. A social development approach to crime prevention addresses root causes of social and economic causes of crime and focuses on mitigating risk factors, while strengthening protective factors for program participants². The research-based program components are designed to reduce participants' risk factors while bolstering their protective factors³ through deploying a wraparound service delivery model in an integrated and comprehensive manner⁴.

Risk/Protective Factors:

R2. Prior victimization

R4. Poor educational potential/attainment

R7. Feelings of low self-esteem, hopelessness, alienation

¹ Van Ngo, Hieu & Calhoun, Avery, & Worthington, Catherine, & Pynch, Tim & Este, David. 2015. The Unravelling of Identities and Belonging: Criminal Gang Involvement of Youth from Immigrant Families

² Constellation Consulting Group. 2018. Crime Prevention Investment Plan. Research Brief & Guiding Document. Calgary: City of Calgary, CPIP.

³ Hieu Van Ngo & Avery Calhoun & Catherine Worthington & Tim Pynch & David Este. 2015. The Unravelling of Identities and Belonging: Criminal Gang Involvement of Youth from Immigrant Families

⁴ National Wraparound Initiative. 2014. The Wraparound Process User's Guide: A Handbook for Families. Organization Theories of Change and Outcome Indicators, 2022

CENTRE FOR SEXUALITY SOCIETY

- **WiseGuyz in Criminal Justice Settings**

2020 June 01

THEORY OF CHANGE:

Crime Prevention Level: Prevention of Reoffending

Need: For centuries, masculine ideologies have defined how boys and men think, act, and feel. Many aspects of masculinity are positive, but some can have negative impact. Stereotypical notions of masculine toughness deny boys the opportunity to develop their full range of emotional competencies. Research connects harmful masculine norms with intimate partner violence, physical violence against children by parents, child sexual abuse, bullying, homicide, and other violence crimes.¹ The link between masculine culture and crime and violence is also borne out in Canadian crime statistics. Men are more likely to be accused of criminal offences ² and 72% of youth who appear in court are male.³

Goal: To offer WiseGuyz programming to boys actively involved with criminal justice organizations to address crime prevention risk factors, which helps them to develop and sustain healthy and equitable relationships and increase personal wellbeing.

Strategy: WiseGuyz will be offered in at least 3 settings in partnership with criminal justice organizations. Participants will be male identified, 12-24 years old, and actively involved in these settings due to past criminal activities. The program will be 14-20 weeks with four core modules: Healthy Relationships, Sexual Health, Gender, Sexuality and the Media and Advocacy and Leadership. Each program meets weekly for 60-90 minutes with 2-3 cohorts per year.

Rationale: The WiseGuyz program in schools has shown statistically significant improvements in boys' behaviors in sexual health self-efficacy, healthy masculine norms, and decreased homophobia.⁴ In focus groups, boys reported feeling more comfortable with the expression of emotion and evidenced improved critical thinking skills through their deconstruction of social gender norms.⁵ This contributes to increased self-esteem, increased ability to engage in healthy relationships and overall improved mental wellbeing. WiseGuyz follows the identified effective approaches in crime prevention programming, including "targeting youth ages 6-24, delivered in non-correctional settings and aimed at addressing risk factors, promoting protective factors, and building life-skills".⁶ Collaboration can also contribute to successful crime prevention programming. WiseGuyz is in partnership with social service agencies, supporting each other to build our capacities as organizations to learn more about how to create successful crime prevention programs that engage young men.⁷

Risk/Protective Factors:

P3. Positive relationship with an adult.

P6. Positive coping strategies and interpersonal skills.

P8. High self-efficacy, high self-esteem, and sense of responsibility

¹ Brian Heilman with Gary Barker (2018). *Masculine Norms and Violence: Making the Connections*. Washington, DC: Promundo-US.

² Leslie MacRae, Lorne Betrand, Joanne Paetsch, Lena Rinquist (2014). *Pathways and Transitions of Persistent Youth Offenders in Alberta: Final Report*. Canadian Research Institute for Law and the Family.

³ Shelly Milligan. Statistics Canada. "Youth Court Statistics 2008/2009". <https://www150.statcan.gc.ca/n1/pub/85-002-x/2010002/article/11294-eng.htm> Retrieved May 28, 2020

⁴ Hurlock, Debb. 2016. "Boys Returning to Themselves: Healthy Masculinities and Adolescent Boys". WiseGuyz Research Report #3. Calgary: Calgary: Creative Theory Consulting Inc. Pages 16-23.

⁵ Hurlock, Debb. 2016. "Boys Returning to Themselves: Healthy Masculinities and Adolescent Boys". WiseGuyz Research Report #3. Calgary: Calgary: Creative Theory Consulting Inc. Pages 25-44.

⁶ Constellation Consulting Group. 2018. *Crime Prevention Investment Plan: Research Brief & Guiding Document*. Calgary: City of Calgary, CPIP. Page 10.

⁷ Constellation Consulting Group. 2018. *Crime Prevention Investment Plan: Research Brief & Guiding Document*. Calgary: City of Calgary, CPIP. Page 16.

CLOSER TO HOME COMMUNITY SERVICES

- Ee-des-spoom-oooh-soop

2022 Feb 25

THEORY OF CHANGE:

Crime Prevention Level: Siim ohksin: Wahkotiwin

Need: The negative impact of intergenerational and historic trauma in the Indigenous community and the need for healing is cited as the root issue that contributes to the over-representation of Indigenous people for poor social indicators of well-being.¹ Impacts of historic trauma are felt in the family when parents struggle to meet the needs of their children; parents who have not been able to begin their own healing cannot provide protective factors for their children. Indigenous children are 30 times more likely to come into care than non-Indigenous children, representing 7 out of 10 of children in care. Suicide rates among First Nation, Inuit and Métis youth are almost six times higher than non-Indigenous youth. A disproportionate number of youth entering the correctional system are Indigenous and the Indigenous community is significantly over-represented in the justice system.² “Indigenous people are incarcerated at higher rates and for longer terms than mainstream populations; Indigenous children are overrepresented in child welfare systems, some because of loss of custody related to “criminal” activity. ...a percentage of “criminal” activities perpetrated by Indigenous people are a direct result of inter-generational trauma.”³

Goal: To give opportunity for Indigenous families to ‘come back to who they are’ by understanding the impacts of Intergenerational Trauma in their lives; gaining understanding of who one is, what happened, how to learn new skills, and where to go in the future with this new understanding. Healing from Intergenerational Trauma, learning positive parenting practices and connecting with one’s culture in a supportive cultural, community will build protective factors for at risk families.

Strategy: The Family Support Worker connects with families identified to be at risk for poor parenting practices with the focus on families with children 0-6 years old. Trusting relationships are built in family homes, community or at CTH’s Pekewe House, to teach parenting strategies and to connect families with Elders and Knowledge Keepers and the existing programs and community of Ee-des-spoom-oooh-soop. The Family Support Worker will: 1) engage families in cultural activities such as sage picking, beading, ribbon skirt making, topical sharing circles etc. to build supportive social and cultural connections for participants, and 2) engage families 1:1, with the Home Visitation model, implementing evidence-based Teaching Family Model and Nurturing Parenting strategies to increase positive parenting strategies and support implementation in the family environment. Families will receive a visit in their home once a week for 1-2 hours for 3-4 months. Families will be encouraged to participate in cultural activities as offered.

Rationale: Understanding the intergenerational impacts of historic trauma and its continuing impact on themselves, their family and their community, recovering cultural identity through knowledge of, and participation in, one’s culture and participation in traditional practices to address trauma will promote healing for families and prevent crime involvement. Elders Kerrie Moore, Frank Turning Robe and Knowledge Keeper Darcy Turning Robe participate in program delivery and offer guidance to ensure effectiveness and maintain cultural integrity. Programming embodies the ‘Key Programming Pillars’ described in the Siim ohksin: Wahkotiwin Guiding Document, page 25 & 26.⁴ The benefits of Home Visitation are well cited in research and this promising practice approach will serve as the primary relationship with each family.⁵ The Crime Prevention Investment Plan Research Brief & Guiding Document cites that Family and Early Childhood interventions are proven crime prevention interventions. The Siim ohksin: Wahkotiwin Guiding Document also emphasizes the effectiveness of early intervention and home visitation strategies in crime prevention, specifically with Indigenous communities.⁶ The Ee-des-spoom-oooh-soop program is built on our work with Kerrie Moore, developing a best practices model: ‘The Interdependency Model of Healing’, in which the NREPP recognized, evidence-based Teaching Family Model is reframed within the Indigenous worldview and understood and delivered within an Indigenous framework.

Risk/Protective Factors OR SWI Surveys:

Understanding Siim ohksin: Wahkotiwin	Survey 101
Understanding Natural Laws and Ceremony	Survey 104
Understanding Cultural Knowledge and personal Resilience	Survey 105

¹ Final Report of the Aboriginal Healing Foundation Volume III Promising Healing Practices in Aboriginal Communities

² Government of Canada Correctional Services Canada: <https://www.csc-scc.gc.ca/aboriginal/002003-1008-eng.shtml>

^{3 4 6} MacLeod, Suzanne. 2018. Siim ohksin: Wahkotiwin Research Brief and Strategy. Calgary: City of Calgary, CPIP. Page 22-23. MacLeod, Suzanne. 2018. Siim ohksin: Wahkotiwin Research Brief and Strategy. Calgary: City of Calgary, CPIP. Page 22-23.

⁵ <http://preventchildabuse.org/wp-content/uploads/2016/02/HFA-Rigorous-Evidence-final.pdf>

ELIZABETH FRY SOCIETY OF CALGARY, ALBERTA

- Sohksipaitapiisin (Good Life) - Indigenous Justice Program

2022 May 08

THEORY OF CHANGE:

Crime Prevention Level: Siim ohksin: Wahkotiwin

Need: Calgary's current Indigenous population (2020) makes up 2.7% of the overall population statistics of the city¹. This population count reflects those in dwellings and does not include transient or migrant populations from the neighbouring First Nation communities of Tsuut'ina, Stoney Nakoda (Morley) and Siksika or from other areas of the country. 2016 Stats Canada data² indicate the Indigenous population in Calgary at 46,280. This is up from 2011's data of 28,905. Approximately 3500 Indigenous people are incarcerated in federal penitentiaries daily in Canada – an increase of 37.3% since the 2016 census data. Between 2016 and 2018, Indigenous women's numbers have increased by 109%, they comprise 33% of the overall prison population³. Provincially these numbers are approximately 3700 Indigenous people incarcerated on any given day (40.3% of the prison population)⁴.

Goal: Soksipaitapiisin increases resiliency to reduce recidivism through actively and effectively working with Indigenous peoples who are affected by the criminal justice system.

Strategy: Soksipaitapiisin supports criminalized Indigenous populations actively involved in the criminal justice system. Ongoing intakes are received to assist individuals through the coordination and navigation of cultural and wellness supports conducted within a healing plan driven by Elder and Knowledge Keeper's recommendations and decisions from the collaborative case management table to address their legal matters. Individuals are actively engaged in the process to take responsibility for the direction and the outcomes of their court orders. Successful completion of the healing plan is decided by the courts and community stakeholders.

Rationale:

Restorative and alternative justice approaches to working with Indigenous populations have been long identified as traditional practice in addressing behaviour not congruent with the well-being of the community. Soksipaitapiisin focuses on the basis of collective supports, led by Elders, Knowledge Keepers and healers and provides an inclusive approach to an individual establishing a positive connection to their community through making amends and taking personal responsibility for their actions. Cultural supports to assist with healing and wellness are critical steps to reconnecting to one's identity, and addressing the core issues of intergenerational traumas which led to their criminalization.⁵

Risk/Protective Factors OR SWI Surveys:

Survey 101 – Understanding Siim ohksin: Wahkotiwin

Survey 103 – Understanding Risk and Protective Factors

Survey 105 – Understanding Cultural Knowledge and Personal Resilience

¹ Calgary Economic Development. 2018. Population. Calgary: City of Calgary.

<https://calgaryeconomicdevelopment.com/research-and-reports/demographics-lp/population/>

² Statistics Canada. 2016. Census Profile, 2016 Census – Calgary, Alberta. Government of Canada.

<https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?B1=All&Code1=4830&Code2=48&Data=Count&Geo1=ER&Geo2=PR&Lang=E&SearchPR=01&SearchText=Calgary&SearchType=Begins&TABID=1>

³ Office of the Correctional Investigator. (2014-2015). Annual Report of the Office of the Correctional Investigator – 2014-2015. Government of Canada. <https://www.oci-bec.gc.ca/cnt/rpt/annrpt/annrpt20142015-eng.aspx#s8>

⁴ Malakieh, Jamil. (2019). Adult and Youth Correctional Statistics in Canada 2017/2018. Statistics Canada. <https://www150.statcan.gc.ca/n1/pub/85-002-x/2019001/article/00010-eng.htm>

⁵ MacLeod, Suzanne. 2018. Siim ohksin: Wahkotiwin Research Brief and Strategy. Calgary: City of Calgary, CPIP. Page 17-

18.

ENVIROS

- Neurodevelopmental Assessment & Diagnostic Centre Social Supports

2022 Feb 23

THEORY OF CHANGE:

Crime Prevention Level: Early Identification

Need: Fetal Alcohol Spectrum Disorder (FASD) is a complex disability requiring in-depth comprehension of the individualized diagnosis as well as the appropriate strategies to create an environment where success can happen. FASD is the leading known cause of Developmental Disabilities in the western world. It is 28 times more common than Down Syndrome and 2.5 times more common than Autism Spectrum Disorder¹. It's estimated that the cost of FASD in Canada is 9.7 billion annually, with 2 billion in health care, 1.3 billion in social services and 3.9 billion attributed to the criminal justice system².

Goal: To reduce adverse outcomes for people impacted by FASD and for caregivers to have a better understanding of their child's/ youth strengths and needs.

Strategy: Providing a strength-based assessment and diagnosis resulting in entry into intervention and FASD informed support services that are proven to increase success and reduces risk factors. Individuals who receive a formal FASD diagnosis get entrusted to our post-assessment programs for further support in accessing resources and providing specific strategies to ensure appropriate accommodations can be made and individuals and/or families can feel supported and have a better understanding of FASD.

Rationale: Receiving an FASD diagnosis is found to be among the strongest protective factors against negative outcomes³. This allows for entry into intervention, specific FASD support services, effective life-long resources and a higher return on investment for health, justice systems and social programs. Without an assessment, impairments caused by FASD make individuals more susceptible to adverse outcomes.

The landmark longitudinal study on individuals with FASD studied 415 individuals between the ages of 6 and 51 years old. The study, conducted by Streissguth et al⁴ and published in 1996, found that:

- >90% of the sample had mental health problems
- 49% of the adolescents/adults and 39% of the children demonstrated inappropriate sexual behavior
- 14% of the children and >60% of adolescents/adults had disrupted school experiences
- 14% of the children and 60% of adolescents/adults had been in trouble with the law

Risk/Protective Factors

R3. Behavioural issues

R4. Poor educational potential /attainment

R10. Conditions such as FASD

P14. Access to a continuum of services

¹ Flannigan, Katherine, Unsworth, Kathy, and Kelly Harding. 2018. "The Prevalence of Fetal Alcohol Spectrum Disorder". Canada FASD Research Network. <https://canfasd.ca/wp-content/uploads/2018/08/Prevalence-1-Issue-Paper-FINAL.pdf>

² Thanh NX, & Jonsson E. (2015). Costs of Fetal Alcohol Spectrum Disorder in the Canadian criminal justice system. *Journal of Population Therapeutics and Clinical Pharmacology*, 22(1), 125-131.

³ Streissguth, Ann P., et al. 2004. "Risk factors for adverse life outcomes in fetal alcohol syndrome and fetal alcohol effects." *Journal of Developmental & Behavioral Pediatrics* 25.4 (2004): 228-238.

⁴ Streissguth AP, Barr HM, Kogan J, Bookstein FL. 1996. Understanding the occurrence of secondary disabilities in clients with fetal alcohol syndrome (FAS) and fetal alcohol effects (FAE): Final report to the Centers for Disease control and Prevention. Seattle: University of Washington, Fetal Alcohol and Drug Unit.

Centers for Disease Control and Prevention website. Fetal Alcohol Spectrum Disorders, FASDs: Secondary Conditions. Accessed June 10, 2021. <https://www.cdc.gov/ncbddd/fasd/secondary-conditions.htm>

THEORY OF CHANGE:

Crime Prevention Level: Early Identification

Need: In 2020, Luna's Mental Health Specialist (MHS) received 60 new file referrals, 88% of which had more than one presenting concern at time of referral with an average of 3 major concerns per client (e.g., anxiety, attempted suicide, suicidal ideation). The MHS was able to assist 9 non-offending caregivers for those new clients, including immediate family members (e.g., biological mothers, grandmothers), and non-biological guardians (e.g., foster mothers) – greater than a 1:1 ratio of client to caregiver support. Consistent with program data is the emerging body of literature surrounding adverse childhood experiences (ACEs) and protective factors for positive child development, including but not limited to, caregiver-child interactions¹. Recent studies have demonstrated that children with higher levels of protective factors, such as positive parenting behaviours⁶¹, emotional regulation, caregiver sensitivity², and caregiver responsiveness to trauma, experience less adversity and lower levels of trauma-related distress following exposure to adversity³.

Goal: To develop resilient coping strategies for non-offending caregivers and natural supports through therapeutic services, so that caregivers are better equipped to support children and youth affected by child abuse, ultimately increasing protective factors and buffering the negative effects of adverse childhood experiences.

Strategy: While Luna as an organization offers supports to both victims and their families, the current program focuses on providing non-offending caregivers and natural supports of victims. This may include guardians, biological parents, siblings, interfamilial members, romantic partners, or close supports. Specifically, the program offers in-person counselling or therapy sessions with a registered therapist or psychologist, specialized in various areas of trauma informed care, as well as financial funds for emergent material and service needs, including expensed bills, gift cards, and material items. Counselling services are offered by therapeutic professionals through external clinics (referred by Luna and the AHS therapy team), either in person or virtually, and may be offered to caregivers as soon as their kin is referred to Luna, regardless of their file or court status. Any family or natural support referred through the program may also avail of Luna's Victim Support services.

Rationale: As demonstrated through evolving literature, incorporating protective factors such as supportive, emotionally regulated caregivers can buffer the development of negative behaviours and sequelae in children experiencing adversity (such as sexual and physical abuse²). By expanding the catchment and criteria for accessing the program (beyond the impacts of COVID-19), a greater number of caregivers will be able to receive the supports, skills, coping capacities, and ability to better 'strengthen the nest' of children and youth at home.

Risk/Protective Factors:

R2. Prior victimization

R6. Toxic stress

P10. Supportive family relationships

¹ City of Calgary. N.d. Crime Prevention Investment Plan: Research Brief & Guiding Document. Calgary: City of Calgary, CPIP. Page 1

² Racine, N., Eirich, R., Dimitropoulos, G., Hartwick, C., & Madigan, S. 2020. Development of trauma symptoms following adversity in childhood: The moderating role of protective factors. *Child Abuse & Neglect*, 101, 1-11. doi: <https://doi.org/10.1016/j.chiabu.2020.104375>

³ Walker et al. 2011. Inequality in early childhood: Risk and protective factors for early child development. *Lancet*, 378(9799), 1235-1338. doi: [https://doi.org/10.1016/S0140-6736\(11\)60555-2](https://doi.org/10.1016/S0140-6736(11)60555-2)

THEORY OF CHANGE:

Crime Prevention Level: Early Identification

Need: The 2006 Aboriginal children's survey found that 51 per cent of Aboriginal children lived in communities rated as 'fair' or 'poor' as a place with First Nations, Métis, or Inuit cultural activities. In the same survey, only 28 per cent of young Métis children had participated in or attended 'traditional' First Nations, Métis, or Inuit activities such as singing, drum dancing, fiddling, gatherings, or ceremonies. Less than one-third of Métis children had someone who helped them to understand Aboriginal history and culture.¹ Only 38.8 per cent of Indigenous students graduate within three years (CBE results 2020²). Indigenous youth experience higher rates of violence, addictions, homelessness, suicide, gang/justice/child welfare involvement and poverty, while experiencing lower levels of education, high school completion, health, unemployment and a greater reliance on social assistance. Much of this is linked to the impacts of intergenerational trauma³.

Goal: To increase social inclusion for vulnerable Aboriginal youth through specific culturally based activities including sports, art, music, and traditional teachings from Aboriginal adults and Elders.

Strategy: Aboriginal Students Project (ASP) gives youth a chance to develop positive social ties with peers and with other adults and experience an increase in social connections, cultural identity, and self-esteem. Programming is sequenced (has a curriculum that builds on previous skills), active (includes recreation time and health and wellness teaching), focused (each lesson is planned in advance and focuses on Aboriginal culture and traditions), and explicit (designed to promote positive Aboriginal self-identity, literacy development, and leadership skills). Activities include: Aboriginal Cultural Teachings, Elder and Youth Mentoring, Ceremony, Language. ASP is offered to 25 to 30 youth in an annualized curriculum. It runs weekly with once-a-week groups, and one on one daily strategies with youth workers.

Rationale: "Youth who participate in organized extra-curricular activities (sports, art, music, clubs, and so on) are more likely to possess greater self-esteem, to enjoy better social interactions with their friends, and to achieve relatively higher scholastic results."⁴ "Children and youth who participate in after school programs can reap a host of positive outcomes, social, prevention, and health benefits." Participation in after-school programs "is associated with better attitudes toward school and higher educational aspirations, higher school attendance and less tardiness, less disciplinary action (e.g., suspension), lower drop-out rates, [and] better performance in school."⁵ In addition, "youth, who experience structured and culturally knowledgeable development opportunities and supports are more likely to have a healthy, hope-filled and productive adolescence, and ultimately, mature into responsible, skilled and competent adults."⁶

Risk/Protective Factors:

R9. Limited attachment to community, overattachment to negative influences (e.g. anti-social peers)

P1. Close friendships with positive peers

¹ Statistics Canada. 2008. Aboriginal Children's Survey, 2006: Family, Community and Child Care. Ottawa: Statistics Canada, Social and Aboriginal Statistics Division. Catalogue No. 89-634-X. Pages 19-20.

² <https://calgaryherald.com/news/local-news/graduation-rates-low-for-indigenous-students-despite-13-million-funding-injection>

³ Pinnow, Joanne. 2013 FCSS "Aboriginal brief", research brief 6. Page 20.

⁴ Cooper, Merrill. 2009. "After-School Programs." Outcome: Positive child and youth development. FCSS Calgary Research Brief No. 1. Calgary: FCSS Calgary. Page 4.

⁵ Harvard Family Research Project. (2008, February). After school programs in the 21st century: Their potential and what it takes to achieve it [Executive Summary]. *Issues and Opportunities in Out-of-School Time Evaluation*, 10. Available from http://www.hfrp.org/var/hfrp/storage/fckeditor/File/file/OSTissuebrief10_summary.pdf

⁶ Cooper, Merrill. 2009. "After-School Programs." Outcome: Positive child and youth development. FCSS Calgary Research Brief No. 1. Calgary: FCSS Calgary. Page 3.

MISKANAWAH COMMUNITY SERVICES ASSOCIATION

- The Oskayapewis Project (“worthy helper” in Cree)

June 22 2020

THEORY OF CHANGE:

Crime Prevention Level: Siim ohksin: Wahkotiwin

Need: Indigenous people are overrepresented as both perpetrators and victims of crime. Statistics Canada reports that while incarceration of youth generally across Canada has declined each year since 2012, the proportion of Indigenous youth in custody has steadily increased.¹ From 21% in 2006/07, Indigenous boys now made up 47% and Indigenous girls 60% of youth correctional admissions. Stats Canada cites that almost half of all adult women in custody are Indigenous.² Further, the Department of Public Safety³ reports that Indigenous people charged with a crime were 2/3 less likely than non-Indigenous people to receive a conditional sentence or parole as a consequence of conviction, and waited significantly longer for parole while serving time.

Goal: To reduce the involvement or re-involvement of Indigenous youth in crime.

Strategy: Our project engages Indigenous youth ages 13-24 years who are at risk of involvement or re-involvement in crime. We will enhance resilience and wellness by connecting youth with Elders, their Indigenous identities, traditions, and to the land through oskayapewis teachings, which include the Western constructs of social and emotional learning, self-esteem, and self-efficacy, and extend to a holistic view of oneself as interconnected with the fabric of the community. Consistent with the principles of sitawiskatowin (see-ta-skat-a-ween) which grounds interventions in the context of natural supports, there will be opportunities for participants’ families, friends, and other important people in their lives to become involved in the program also. In the spirit of reconciliation, non-Indigenous youth are welcome. Youth will engage in cultural activities, recreation, social impact projects, and learning opportunities weekly from 5:30-8:30 pm (September through May). Registration is ongoing. These sessions are designed to enhance youth’s understanding of Wahkotiwin teachings and is reinforced with creation stories, Laws, and ceremonies. Youth will also engage with our cultural team and Elders for further teachings and guidance outside of group sessions, as needed and requested by the youth.

Rationale: In traditional Indigenous societies, youth learned the skills for adulthood and developed a sense of belonging to their communities by becoming helpers. Through observation, practice, and direct service they learn “right ways” and receive transfers of knowledge from those they assist. Through oskayapewis teachings, youth gain discipline, success, strong character, and a sense of self-worth. They acquire a spiritual name, songs, and spiritual understandings that will help them through life and ceremony. This approach maps well onto the themes that support the success of Indigenous crime prevention programs in the Siim ohksin: Wahkotiwin brief.⁴³ The project is grounded in the cultural and healing work of Miskanawah. It adopts a developmental approach focused on positive change. It is founded on Indigenous worldview, culture, and values. It addresses the root cause of intergenerational trauma and offers proven strategies for healing. Youth create sustainable, authentic, and long-term connections with community members and Elders. These connections can be accessed naturally by youth on their own and through the Miskanawah Lodges when their involvement in the program is done.

SWI Surveys:

Survey 101 Understanding Siim ohksin: Wahkotiwin

Survey 103 Understanding Risk and Protective Factors

¹ Jamil Malakieh. 2019. Adult and Youth Correctional Statistics in Canada, 2017/2018. Ottawa: The Canadian Centre for Justice Statistics, Statistics Canada.

² ibid

³ Department of Public safety. 2019. Corrections and Conditional Release: Statistical Overview. Ottawa: Government of Canada, Public Works and Government Services Canada.

⁴ MacLeod, Suzanne. 2018. Siim ohksin: Wahkotiwin Research Brief and Strategy. Calgary: City of Calgary, CPIP.

TRELLIS SOCIETY FOR COMMUNITY IMPACT

• Expanding Youth Employment – Youth Works

2022 Feb 23

THEORY OF CHANGE:

Crime Prevention Level: Early Identification

Need: While youth in general have a higher rate of unemployment than average, for vulnerable youth unemployment may lead to lifelong economic difficulty¹. Youth who are vulnerable include those with intersecting experiences of child welfare, justice, racialization, and immigration². In December 2021, there were 1,999 youth aged 18-24 engaged in Children's Services³. 1471 youth, on average, had justice involvement in Alberta in 2015-16⁴. In 2011, 20% of Calgary youth ages 15-29 were immigrants⁵, and in 2016 35% of those 15-30 belonged to a visible minority group⁶.

Goal: Support vulnerable youth to build self-efficacy, employment skills, and work experience to be prepared to gain and maintain meaningful employment.

Strategy: Youth Employment targets unemployed youth aged 15-29 with significant vulnerabilities. The program uses a strength-based, multi-modal approach to increase pre-employment skills, transferrable hard and soft skills, self-efficacy, and financial literacy. Skilled staff provide groups monthly in accessible justice and community settings to improve social and leadership skills, while developing resume-writing, interviewing, and job search strategies. Staff meet with youth weekly to provide hands-on coaching to integrate these skills, develop confidence, and provide warm referrals to meet their education, health, and other complex needs. Staff create opportunities for work experience and networking by developing connections to understanding employers.

Rationale: Youth have twice the unemployment rate of other Canadians and require services that can address their specific barriers⁷. Effective employment programming for youth includes skilled staff providing diverse modes of service to build employability skills, communication, thinking, leadership, and belonging using a Positive Youth Development approach⁸. Holistic, on-demand support to address life crises as well as coaching and mentoring to integrate skills are critical to program effectiveness⁹.

Risk/Protective Factors:

R2. Prior victimization

R5. Lack of stable employment

R12. Involvement in the child welfare system

P3. Positive relationship with an adult

P6. Positive coping strategies and interpersonal skills

¹ The Expert Panel on Youth Employment (2017). "13 ways to modernize youth employment in Canada: Strategies for a new world of work."

² Merrill Cooper, Guyn Cooper Research Associates (2018). "Improving employment outcomes for vulnerable youth." Prepared for the Burns Memorial Fund. Page 6.

³ Government of Alberta (2021). Child intervention information and statistics summary. 2021-22 third quarter (December) update. <https://open.alberta.ca/publications/child-intervention-information-and-statistics-summary-quarter-update>.

⁴ Statistics Canada. Canadian Centre for Justice Statistics, Youth Corrections Key Indicator Report, 2015/2016. 2015-16. Table 2: Average counts of youth in correctional services, by jurisdiction, 2015/2016.

⁵ City of Calgary. 2011. Calgary Immigrants Population Profile. City of Calgary, Community and Neighbourhood Services, Research & Strategy. Page 2.

⁶ Statistics Canada (2019). A Portrait of Canadian Youth, March 2019 Update. Chart 4. <https://www150.statcan.gc.ca/n1/pub/11-631-x/11-631-x2019003-eng.htm>

⁷ Merrill Cooper, Guyn Cooper Research Associates (2018). "Improving employment outcomes..." Page 2, 5-6.

⁸ Collura, Jessica. 2010. Best practices for youth employment programs: A synthesis of current research. What Works, Wisconsin – Research to Practice Series. Pages 3-5.

⁹ Merrill Cooper, Guyn Cooper Research Associates (2018). "Improving employment outcomes..." Page 9. Organization Theories of Change and Outcome Indicators, 2022

TWO WHEEL VIEW – CALGARY LTD.

- Vocational Bicycle Mechanics Program

2020 July 10

THEORY OF CHANGE:

Crime Prevention Level: Early Identification

Need: Many young people in our community are dealing with complex barriers in their transition to adulthood, including homelessness, food insecurity, mental health challenges, the effects of childhood trauma and experience with the criminal justice system. These circumstances lead to feelings of low self-esteem, hopelessness, learning difficulties or behavioural issues, poor educational attainment, and limited employment potential. Barriers that youth face when seeking employment, including the pathways to the labour market, low levels of soft skills and resilience, a lack of opportunity for diverse experiences, as well as a variety of complex barriers.¹

Goal: To utilize the bicycle as a tool to support youth in gaining increased employability skills, improve social skills, emotional management, teamwork, leadership and increased connection to community.

Strategy: We will facilitate a hands-on, project based, employability program for youth ages 18-24 using bike mechanics. We seek to work with two cohorts a year, with 6-10 participants in each cohort. Participants will meet 3 days a week for the duration of the program. Youth will develop a strong foundation in mechanics along with critical employability skills through workshops, outdoor education opportunities and local work experience. In addition, we will be partnering with Momentum to facilitate a Money Management Certification for all participants. Program participants will be provided with a stipend, honorarium, or hourly wage to attend the program as an essential retention strategy. Each cohort will participate in an outdoor education experience with trained TWV leaders to build community and further the development of critical social and emotional competencies. Upon completion of the in-class mechanics portion of the program, participants will complete a work experience project of approximately 1-3 weeks, working with a local business or community initiative.

Rationale: Programs currently offered are service-focused in the sectors of culinary arts and retail, leaving a gap in programming that is mechanical and hands-on. To obtain a job, young people will also need skills like financial literacy, critical thinking, collaboration, the ability to network, positive adult and peer relationships, along with mentorship.^{2 3} “Successful supportive employment training programs for vulnerable youth may include three components: Employment readiness preparation including life skills such as budgeting, skills training development including job search skills; and Employment Placement Facilitation.”⁴ This program is an important springboard to work in the growing culture and industry of bicycles, but also serves as a bridge to other meaningful labour and trades-oriented employment. Many organizations across Canada and the world use the bicycle as a tool to foster positive development in youth. Organizations like Good Cycles in Melbourne, Bikes not Bombs in Boston and Bikes N’Roses have their own bike shops that use social enterprise models and give youth meaningful, community focused, work experiences in their shops.

Risk/Protective Factors:

R4. Poor educational potential/attainment

R9. Limited attachment to community

P6. Positive coping strategies and interpersonal skills

¹ The Expert Panel on Youth Employment. 2016. “Understanding the Realities: Youth Employment in Canada.” Government of Canada

² The Expert Panel on Youth Employment. 2017. “13 Ways to Modernize Youth Employment in Canada: Strategies for a New World of Work.” Government of Canada.

³ Family and Community Support Services (FCSS). 2014. “Positive Child and Youth Development.” Calgary: City of Calgary. Page 4

⁴ Guyn Cooper Research Associates. 2018. Improving Employment Outcomes for Vulnerable Youth. Calgary: Burns Memorial Fund

UMOJA COMMUNITY MOSAIC

- Prevention and Support for Newcomers, Black and Racialized Calgarians

2022 Feb 28

THEORY OF CHANGE:

Crime Prevention Level: Early Identification

Need: Black communities are disproportionately involved in, harmed from, and punished for, gangs and violence. A disproportionate number of homicide victims are from the South Sudanese, Somalian, or Ethiopian communities. In 2020, the City of Calgary launched a Public Safety Task Force focusing on guns and gang violence. A key theme of racism in Calgary is both a form of violence and a cause of violence. It was noted that at risk youth needed to receive proper programming and supports, and that there needed to be culturally appropriate mental health services, system navigation support, and support systems for people leaving gangs or incarceration facilities.

Goal: This initiative works to build protective factors and reduce risk factors by supporting newcomer, low-income, Black and racialized youth and families with issues such as mental health challenges, addictions, gangs, and incarceration.

Strategy: This initiative consists of two streams, 1) prevention, and 2) support. The prevention stream consists of over 600 youth (mostly racialized newcomers) attending weekly soccer programs. Soccer programming is delivered in multiple outdoor locations during the spring, summer, and fall, and at the Genesis Centre in winter. Talented athletes join competitive teams – usually Calgary Glenmore FC. Soccer players are supported with equipment, transportation, and emotional support. The initiative's support team includes a 1FTE Support Counsellor focused on Edgemont +/- Deer Run public housing communities and a 0.2FTE Prevention Therapist who will collaboratively provide settlement and systems navigation support, weekly psychoeducation groups, and 1-to-1 therapy. This will help destigmatize mental health and form a safe space where youth can learn about mental health. These services are provided for the community, by the community.

Rationale: Sport can be a driver for social inclusion¹ and properly implemented sport programs are known to reduce crime². And in 2013, UNODC ED Yury Fedotov "Social inclusion and community development are essential components in crime prevention"³. Mental illness can be prevalent in refugee populations and the Mental Health Commission of Canada recommends access to mental health personnel can enhance the mental health of newcomers⁴. Newcomers also often delay accessing mental health supports for the traumas they experienced prior to arriving in Canada and for the traumas of resettlement and discrimination⁵.

Risk/Protective Factors:

R3. Behavioural issues | R4. Poor educational potential | R9. Limited attachment to community
P1. Close friendships | P4. Effective problem solving | P7. Optimism, positive school experiences

¹ Haudenhuyse, R. (2017). Introduction to the Issue "Sport for Social Inclusion: Questioning Policy, Practice and Research". *Social Inclusion*, 5(2), 85-90. doi:<https://doi.org/10.17645/si.v5i2.1068>

² Jugl, I., Bender, D. & Lösel, F. Do Sports Programs Prevent Crime and Reduce Reoffending? A Systematic Review and Meta-Analysis on the Effectiveness of Sports Programs. *J Quant Criminol* (2021). <https://doi.org/10.1007/s10940-021-09536-3>

³ UNDOC (2013). UNODC Chief highlights importance of social inclusion in crime prevention during visit to Police Pacification Unit in Rio de Janeiro. Retrieved from <https://www.unodc.org/unodc/en/frontpage/2013/May/unodc-chief-highlights-importance-of-social-inclusion-in-crime-prevention-during-visit-to-police-pacification-unit-in-rio-de-janeiro.html>

⁴ Agic, B., McKenzie, K., Tuck, A., & Antwi, M. (2016, January). Supporting the Mental Health of Refugees to Canada. *Mental Health Commission of Canada*. Retrieved from mentalhealthcommission.ca

⁵ Fung K., Guzder J. (2021) Canadian Immigrant Mental Health. In: Moussaoui D., Bhugra D., Tribe R., Ventriglio A. (eds) *Mental Health, Mental Illness and Migration*. *Mental Health and Illness Worldwide*. Springer, Singapore. https://doi.org/10.1007/978-981-10-2366-8_11