Safe Communities Innovation Fund
Pilot Project Executive Summaries

Individual summaries written by:
Alberta community crime prevention organizations

September 2015
Safe Communities Innovation Fund
Introduction

Background
In 2007, the Government of Alberta began work on the Crime Reduction and Safe Communities Task Force report. Of the 31 recommendations included in that report, 29 were accepted, facilitating the creation of the Safe Communities Secretariat. The mandate of the Secretariat, also known as ‘SafeCom’, was to develop long-term crime prevention strategies, which led to the creation of the Safe Communities Innovation Fund (SCIF). In November 2008, as part of the Government of Alberta’s commitment to crime reduction and prevention, SafeCom announced the three-year grant initiative supported by nine ministries: Justice and Attorney General\(^1\), Solicitor General and Public Security, Education, Health and Wellness, Aboriginal Relations, Municipal Affairs, Children and Youth Services, Housing and Urban Affairs, and Culture and Community Spirit.

Purpose
By providing ‘seed money’ to urban, rural and Aboriginal communities across the province, SCIF was aimed at increasing community and police partnerships, enhancing community capacity to carry out effective crime prevention initiatives, and implementing innovative projects built on evidence-based and promising practices that focus on the needs of high-risk groups. Each of the funded projects addressed multiple priority issues. For example:

- 18 per cent focused on the needs of diverse cultures, and eight per cent dealt with immigrant and refugee needs
- 34 per cent had an Aboriginal focus (both on and off reserve)
- 51 per cent dealt with at-risk youth
- 43 per cent dealt with at-risk families
- 25 per cent focused on community engagement in high-needs areas
- 39 per cent responded to those with addictions and mental health problems
- 26 per cent addressed family violence

Initially, all SCIF projects were required, as part of the granting process, to integrate a Social Return on Investment (SROI\(^2\)) analysis into their evaluation approach and submit a completed SROI workbook and executive summary along with other evaluation reports. This requirement was intended to enable each group to illustrate the value of their project as it progressed, in order to improve performance and promote their achievements to other potential funders. As projects were launched, it became clear that for some, completing a SROI (and therefore the executive summary) was inappropriate because of the nature of the project (for example, projects creating crime prevention plans) as such, the total number of SCIF projects was higher than the number of executive summaries presented here. In addition, some

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\(^2\) SROI is a model which offers a method for understanding, measuring, and reporting on the social value that is created by a project, organization or policy initiative. For more information visit: [www.sroi-canada.ca](http://www.sroi-canada.ca).
projects did not have the human resources to complete a full SROI; as a result some executive summaries do not include a SROI ratio. The vast majority of SCIF projects, however, submitted a SROI and executive summary, and all projects completed the other required reports.

The executive summaries, initially drafted by each project, present each project’s Social Return on Investment as a monetized ratio. The ratios are not the result of analysis conducted by the Government of Alberta, but rather a reflection of how each project would describe the value of the results they achieved. Another intention of the executive summaries was to showcase a broader story of change, not all of which can be easily monetized.

Throughout the funding period, SiMPACT Strategy Group provided each SCIF project with the training, tools and coaching support required to incorporate the SROI methodology into their daily work, as well as assisted each project with preparing and editing their executive summary. SiMPACT reviewed each project’s SROI through a group-wide methodology lens, which ensured consistency in the expression of social value among highly diverse and innovative projects being implemented across Alberta. As an additional measure to ensure that programs had not overstated the social value created, SiMPACT conducted a final methodological review of each program’s SROI analysis with a very conservative lens.

Today
Although SafeCom ended in 2013, all active SCIF projects continued to operate as the management of the SCIF grant program was transferred over to the Crime Prevention and Restorative Justice (CPRJ) unit of the Alberta Justice and Solicitor General. As CPRJ remains committed to supporting the goals of SafeCom and SCIF, and now that the SCIF grant agreements have reached their initial term end date, the project executive summaries are ready to be shared.

Although many of the executive summaries are written in the present tense, it should be noted that they represent a point in time (end of SCIF funding), and do not necessarily demonstrate the current state of each program. That is, many programs have continued with their programming and have altered their service delivery models as funding has been reduced, or as more knowledge about what works has been integrated into these models. Results of these evaluations must be considered with these caveats in mind.

For further information about a particular program contact those involved directly (contact details contained within executive summaries), or email the Crime Prevention and Restorative Justice Unit at – CPRJ@gov.ab.ca.

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3 The executive summaries were originally prepared by the organizations when the pilot projects were active, but have been edited by the Crime Prevention and Restorative Justice unit to provide a consistent format, while still respecting the content provided.

4 SiMPACT Strategy Group is an organization offering consulting and advisory services to clients looking to understand social impact as it relates to strategic community investment, as well as services to those seeking a Social Return on Investment analysis. This organization holds the propriety rights for the SROI evaluation process in Canada.
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Social Return on Investment (SROI) Case Study: 
Safe Communities Innovation Fund
RESTORATIVE JUSTICE PROJECT

“Given the widespread adoption of restorative justice principles by governments, community organizations, and Aboriginal organizations, it seems likely that the trend will continue and that the philosophy of restorative justice will have a major impact upon the practice of criminal justice in the future.” – Restorative Justice in Canada: A Consultation Paper (2002), Government of Canada

Fast Facts

Overview:
• In 2010, Alberta Conflict Transformation Society (ACTS) received funding from the Safe Communities Innovation Fund (SCIF) to deliver the SE Division Restorative Justice Project in partnership with Edmonton Police Service and Alberta Justice, to youth who had committed a crime

By the Numbers:
• Between April 2011-April 2014, ACTS conducted 25 community conferences involving 217 participants, including 50 offenders and 38 victims

Social Return on Investment:
• The Social Return on Investment for every dollar invested in the ACTS program is $1.63

Contact Details:
Alberta Conflict Transformation Society
Tamie Perryment
Phone: 780-944-3616
Email: perry_r39@hotmail.com

Social Return on Investment (SROI) Case Study:

Program Background

Traditional criminal justice sanctions, such as probation or incarceration, are often focused on punishment and/or separating the offender from society. While this can create a temporary solution, little regard is given to the motivation of the offender, as well as the needs of the victim.

Alberta Conflict Transformation Society (ACTS) provides community conferencing for offenders and victims in a restorative justice process in order to assist the offender, victim(s), and community in being heard, moving on from the lasting effects of a wrongdoing, and repairing the harm caused during a criminal offence. Restorative justice principles that guide community conferencing include:

ENCOUNTER: Create opportunities for victims, offenders, and community members who want to do so to meet and discuss the crime and its aftermath.

AMEND: Expect offenders to take steps to repair the harm they have caused.

REINTEGRATION: Seek to restore victims and offenders as whole, contributing members of society.

INCLUSION: Provide opportunities for parties with a stake in a specific crime to participate in its resolution.

Community Conference Process

The community conference process respects the needs of, and timing for, the victims to be a part of the restorative justice process, while at the same time assisting supporters and the offender through the preparation process, creating a safe environment for all parties. ACTS receives referrals for community conferences from various partners, for various types of offences, including the Edmonton Police Service (resulting from a criminal offense); Alberta Justice – the courts (individuals currently being formally processed); and Community Organizations (resulting from a community dispute). The criterion for a community conference from any of the referral agencies is fourfold: the person(s) causing the harm must be responsible for their actions, the participation by all participants is voluntary, there is no foreseeable harm occurring as a result of the community conference, and meaningful outcomes are ensured. Other considerations include the willingness for all participants to participate, the supports in place for those involved, the maturity of the offender and his or her ability to take genuine responsibility, and other unique factors depending on the individual file.

Social Value Created

The community conferences held by ACTS effectively create social value by decreasing the costs of processing a youth through the justice system.

Theory of Change

If youth in conflict with the law have access to a restorative process as an alternative to the formal justice system, as well as an opportunity to be supported by their community and take responsibility for their actions, then they have the potential to repair the harm done and become contributing members in the community.
following a crime, as well as by decreasing the risk factors for future offending. Furthermore, there is social value created in helping victims cope and bring closure with being victimized, thus decreasing the lasting harms that are produced following victimization.

The Value of Annual Investment

Offenders are typically processed through the formal justice system under a crime control and punishment model; however, there are few lasting effects of moving among the various levels (police, courts, and corrections). Statistics indicate that incarceration and punitive measures do little to deter individuals from reoffending. A community conference not only repairs the harm done to the victim and community, but also offers a cost-effective alternative to traditional punitive sanctions for offenders. Social value is created by diverting youth from the formal justice system as well as accommodating the victim’s needs.

Financial proxies from the SROI Canada financial proxy database include the cost of youth being processed through the formal court system, police attendance at the initial complaint, follow-up supervision with a probation officer, and the cost of the youth participating in community service hours. Additionally, the costs to victims are also avoided, including the costs associated with pain and suffering, medical fees, missed work, and follow-up care.

The amount of social value created is calculated by dividing the total value of all proxies (multiplied by the number of individuals that experience the change) by the total dollar amount invested in the program. By investing $594,608 in the program over four years, the SROI ratio for ACTS is 1.63:1 indicating that for every dollar invested in the program, there is a return of $1.63. This indicates the significance of addressing crime using restorative justice measures, as opposed to the traditional processes and sanctions. Not only are the costs of utilizing the justice system avoided, but the holistic approach of restorative justice prevents youth from the long-term effects of having a criminal record, which can often lead to decreased employment and lifestyle options.

Furthermore, it is difficult to measure the value of some of the most pertinent community conferencing outcomes, such as repairing intangible damage, better communication skills, the acceptance of responsibility, learning to empathize, and having a better understanding of self. It should be kept in mind that the value created is the bare minimum as determined by the avoidance of utilizing the formal criminal justice system to address criminal incidents.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
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<tbody>
<tr>
<td>Year 1</td>
<td>3.34 : 1</td>
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<td>1.43 : 1</td>
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<td>Year 4</td>
<td>0.30 : 1</td>
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<tr>
<td>Average</td>
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Case Study: Community Conferencing

A 21-year-old Somali-Canadian male (“AB”) attended a community conference following his behaviour during a heated co-ed soccer game. The dispute resulted in a charge for the altercation for both himself, and the other player (“YZ”). While YZ and his family refused to participate, AB agreed to attend a community conference, and received considerable support from his mother, aunt, brother, two members of the Somaliland Cultural Association of Edmonton, and an Edmonton Police Service detective, who is also a mentor to the family.

During the conference, many cultural components were addressed. AB indicated that YZ had called him some racial slurs, which provoked AB to escalate his behaviour. However, AB took 100 per cent responsibility for his actions and was honest and open about his feelings about the incident. He wrote a letter to the judge explaining how this experience has affected him, detailing his concerns about how his actions would negatively affect his chances of one day becoming a police officer. AB has since changed schools, and is thriving both academically and athletically. He feels that the community conference helped him to be accountable for his actions, and he has made a conscious effort to make positive and appropriate choices.
Social Return on Investment (SROI) Case Study: Safe Communities Innovation Fund
WALKING THE PATH TOGETHER

“I’m a better parent than I was before. Not only do I tell my children I love them, but I show them more love now than before. I have more patience with them; I give them praises when they do a good job when they're helping me. I take time to play with them. I am able to stand up for what I believe in and know that it’s okay to make mistakes.” – Program Parent

Program Background

How can we help First Nations children live violence and crime-free lives? Walking the Path Together (WTPT) uses an innovative, targeted crime-prevention approach for a high-risk population of violence-exposed, latency-age Aboriginal children, and their primary caregivers and siblings. Its model is based on a long-term intensive and flexible approach to service, and principles of strength-based intervention, matched to the context and needs of the children and their families.

Wisdom from First Nations culture is incorporated into all facets of this project, and a shelter in each of the five on-reserve communities is the hub of the WTPT activities. At each shelter, an Eagle Feather Worker (EFW) is in regular contact with each participating family for a period of two years. Using a “whatever it takes” approach, individual healing plans evolve to meet the needs of the children.

WTPT began as collaboration between Alberta Council of Women’s Shelters (ACWS), five on-reserve shelters, the Centre for Children and Families in the Justice System (CCFJS), and Dr. J. Campbell.

Participant Outcomes

WTPT treats the whole family. Caregivers from participating families deepen understanding of traditional Aboriginal parenting, address the intergenerational influence of residential schools, and are supported through linkages to education, employment, and addictions treatments.

Participation in WTPT ensures that the children live with at least one nurturing caregiver and that no child is engaging in behaviour that would be criminal if they were over 12 years of age. Children develop positive self-identities as First Nations individuals and become interested in learning about cultural traditions.

Raising the self-esteem of a child and giving them the stability they need reduces the likelihood that they will be involved in criminal activities when adults. WTPT fosters crime prevention in Aboriginal communities by addressing early risk factors in vulnerable families and children at risk.

The likelihood that the children will grow up to use or accept violence at home has decreased. The positive effects of WTPT will ripple through families and out into the communities for years to come.

Theory of Change

If seven-year old Aboriginal children and their siblings living on-reserve who have been impacted by family violence, receive culturally-appropriate, intensive intervention over two years, then their intimate and community relationships will improve and they will become positive role models in their homes and communities later in life.
Social Value Created

Significant social value is created by addressing the intergenerational root causes of violence, a cornerstone of WTPT’s service delivery model.

By reducing abuse in the families, addressing intergenerational trauma, building self-esteem through reconnection with culture, and focusing on parenting and life skills, WTPT:

- Reduces cost for the schools (i.e. associated with behavioural incidents, school absenteeism, and vandalism).
- Reduces demand for justice system resources to respond to domestic violence incidents or other crimes (i.e. police and court time).
- Increases productivity and stability of family members (i.e. through reconnection with education, employment, and housing).
- Prevents family break-down and reduces child welfare costs, as fewer children become involved with the child welfare system or go into government care.
- Reduces personal and financial costs associated with addictions and treatments.
- Reconnects the family with necessary services and supports such as basic needs, child care, and counseling, but also reduces reliance on other supports such as domestic violence and homeless shelters.
- Reduces health costs for the family through decreased hospital use and doctor visits.

Overall, value is created in the community by empowering and strengthening families so that they can be safe and productive in their communities.

Valuing Change: Social Return on Investment

Outcomes of the WTPT project were determined using ongoing data monitoring, as well as interviews with the EFWs and participants. Using the Social Return on Investment (SROI) methodology, financial proxies were assigned to the outcomes in order to represent the social value created through WTPT intervention. These proxies relate both to system savings through reduced demand for services of “cost reallocation” (i.e. justice system costs, health care costs, etc.) and the reduced personal costs to participants (i.e. suffering from abuse, costs of homelessness, etc.).

Where possible, financial proxies were used to assign value to “material” outcomes experienced by the target stakeholders. However, some values such as improved quality of life, improved family functioning, enhanced self-esteem, reconnection with culture, improved life skills, good nutrition, and decreased victimization could not be valued in monetary terms and were not included in the SROI ratio. Therefore, the SROI ratio should be considered a conservative illustration of the overall value of WTPT.

The Value of Annual Investment

Phase I of WTPT lasted three years, with the first year devoted to project development activities. The SROI ratio, therefore, is based on the two-year intervention period. With the funding extension (Phase II), the project will continue for at least another year and the SROI ratio will be extended upon its completion.

The SROI ratio indicated that in the course of two years, the overall social value of investment in WTPT is $5.42 for every dollar invested. This is the composite of two-years of value creation, including $5.05 in social value created in Year 2 and $5.80 created in Year 3.

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<td>5.80 : 1</td>
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<tr>
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Looking Forward

WTPT is an innovative program that supports Alberta’s Aboriginal communities. This targeted crime-prevention approach has had powerful outcomes in a relatively short period of time. The longer the project has to work with participants, the higher the potential for long-term and far-reaching improvements. The SROI is simply going to increase over time.

Children deserve to be children. Holistic WTPT interventions “do whatever it takes” for children living on-reserve to be proud of their heritage, to grow in more stable environments, and to safely engage in childhoods free from family violence.
Social Return on Investment (SROI) Case Study:
Safe Communities Innovation Fund
CONNECT FAMILY AND SEXUAL ABUSE NETWORK

Fast Facts

By the Numbers:

- 625 calls in 2011 for domestic violence support and information
- 27 families supported through in-person domestic violence support
- 2,000 calls per year received for sexual assault support and information
- 104 individuals supported through sexual assault counseling at Connect
- Average of 288 clients per year served by the sexual assault response team

Program Background

While domestic violence is widespread in our communities, fewer than three in 10 victims of domestic violence in Canada report to the police and only 10 per cent of those affected by domestic violence access services through women’s emergency shelters. Survivors of sexual assault/abuse also have a history of very low reporting at six per cent (see full report for references).

When individuals affected by domestic violence and sexual assault do not reach out for help or get frustrated and give up on accessing the services they require, the problem does not go away. The root cause of the domestic violence and sexual assault is not addressed and it continues to be an extremely dangerous problem. In Calgary (2010), for example, five out of 16 homicides were domestically related.

In 2008, Calgary service partners working with the issues of domestic violence and sexual assault began an interagency collaboration, and in 2009, with three-year pilot funding from Alberta Justice under the Safe Communities Innovation Fund (SCIF), the Connect Family and Sexual Abuse Network was established.

Connect represents a collaborative partnership between multiple domestic violence and sexual assault services, including: the Crown Prosecutors Office, Alberta Health Services, Calgary Police Service, RCMP, Calgary and Area Child and Family Services Authority, Calgary Communities Against Sexual Abuse, Distress Centre Calgary, and community agencies serving victims of domestic violence.

The purpose of Connect is to enhance the access to a seamless continuum of essential services such as crisis response, emergency shelter, early intervention and prevention, outreach support following crisis, medical/forensic exams, police and court support, and legal resources.

Connect emphasizes comprehensive, on-site community based agency services to assist adult victims of domestic violence and their children, as well as adolescent and adult victims of sexual assault/abuse and their accompanying families.

Calls to the Connect Support and Information Line regarding domestic violence issues have tripled in the three-year period from 2009-2012 and are expected to continue to increase over time.

Theory of Change

If individuals who have been impacted by sexual assault and/or domestic violence have access to a coordinated streamlined system of services that include health, police, legal, and social support, then they will be more likely to get a comprehensive wrap-around response that better addresses their needs and leads to faster and more complete recovery.

“True collaboration can only occur when you fully understand the roles of the team members you work with.” – Health Care Partner
Social Return on Investment (SROI) Case Study: Safe Communities Innovation Fund

Recipient of Safe Communities Innovation Fund, Alberta Justice and Solicitor General

Social Value Created

Through a Social Return on Investment (SROI) analysis, Connect identified a number of ways in which social value is created through collaborative partnerships and integrated responses to domestic violence and sexual assault/abuse.

The SROI analysis has helped to highlight that through Connect, social value is created at both a systems level and an individual level. At the systems level, the creation of a collaborative partnership to address the complex and multifaceted issues of domestic violence and sexual assault creates social value by increasing efficiency, understanding, and the ability to respond amongst the partners involved.

Resources with the police service, children’s services, and health services can be coordinated and effectively streamlined in order to address these complex issues in the community, thereby making systems more responsive and accessible to those in need. While this leads to important social value at the systems level, this value has not been included in the SROI ratio because measurement and valuation of systemic change is extremely difficult and incremental over time (not effectively measureable within the space of the pilot funding that was granted over three years).

At the individual level, social value is created through changes at the system level but also through addressing unique individual situations involving domestic violence and/or sexual assault. In addressing domestic violence with both aggressors and victims, Connect decreases strain on police systems, health systems, and children’s services. Additionally, social value is created in the community by preventing the victimization of individuals and families, thereby increasing their safety, sense of well-being, and ability to fully contribute in their community.

In addressing the needs of victims of sexual assault in a timely and effective manor, Connect creates social value through decreased incidents of unwanted pregnancy and/or transmission of sexually transmitted infections. Furthermore, increasing the responsiveness and accessibility of sexual assault services decreases the stigmatization and social isolation of victims, thereby creating social value through reducing the negative effects of victimization. This includes the reduction of serious consequences such as substance abuse and suicide.

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<th>SROI Ratio</th>
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<td>Year 2</td>
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<td>Year 3</td>
<td>3.98 : 1</td>
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<tr>
<td>Average</td>
<td>3.14 : 1</td>
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Social Return on Investment Analysis

Financial Proxies:
The social value created through the Connect collaborative was financially valued in terms of the change experienced at the individual level by assigning financial proxies to represent this change. In order to avoid over-claiming, the analysis takes into account not only the positive value created through addressing domestic violence and sexual assault in a coordinated way but also the additional resources that are used because of the work of the Connect collaborative.

Inputs:
For each year of the analysis, the full contribution in funding from SCIF ($2,216,532) and United Way ($80,000) were included as inputs. The allotted staff from partners (valued at $50,000) as well as the office/administrative costs (valued at $112,381) were also included as inputs. Other contributions of time from, for example, the Calgary Police Service were not included as the use of this time would be a reallocation of already existing resources for the purpose of increased efficiency and effectiveness.

Discounting:
In understanding the collaborative nature of the work done by Connect, the analysis applied a 60 per cent attribution rate to all value claimed in order to discount the change attributable to others. In addition, a 10-20 per cent discount was taken in order to account for the change that would have already happened, and an overall discount rate of eight per cent was applied to illustrate the risk involved in the investment.
Social Return on Investment (SROI) Case Study:
Safe Communities Innovation Fund
POLICE AND CRISIS TEAM (PACT)

“Before PACT, the relationship between the clients, and even some agencies, and the RCMP was strained; not only has the team...been able to establish relationships with the clients so that when PACT arrives to a call, the situations seem to be de-escalated much quicker and in a positive manner, but the overall relationship between the RCMP and the entire mental health community appears to have gotten stronger.” – Partnering Agency

Program Background

The Police and Crisis Team (PACT) was developed in response to the high number of mental health files received by the RCMP.

The primary objective of this partnership between Alberta Health Services and the RCMP is to provide a crisis response team that is able to intervene, assess, and support individuals experiencing a mental health crisis in the community. Using healthcare and community services, this team will stabilize individuals suffering from mental illness who are in contact with the RCMP.

Services PACT offers:

- Decreased time spent on RCMP resources at the hospital with inappropriate mental health referrals
- Increased likelihood of admission with appropriate mental health referrals to hospital
- Increased understanding of mental health issues for RCMP members

Valuing Change: Social Return on Investment

PACT is demonstrably making a difference not only in costs, based on RCMP, EMS, and emergency room visit times, but also in the human equation of support for families, connecting people to the resources that will help them, and developing relationships with agencies and community members.

The value of greater awareness for RCMP personnel of mental health and addictions issues and how they intersect with the activities leading to police call-outs, cannot be overstated.

Theory of Change

If individuals with mental health issues who have contact with the RCMP are able to interact with a trained RCMP - Mental Health team (PACT), then they are more likely to receive appropriate referrals, develop trusting relationships with the police, avoid escalation of problems, and ultimately avoid involvement in the criminal justice system.
Social Return on Investment

- Year 1, May 2009 to April 2010: The PACT pilot project did not start due to staffing issues, therefore the project was turned into a two-year pilot project
- Year 2, May 2010 to April 2011: The second year of the pilot project started with both the RCMP and the AHS positions filled, and the program saw the following results:
  - PACT more than doubles its investment through the social value it creates in the community
- Year 3, May 2011 to April 2012: Additional funding received. Final SROI evaluation based on data collected through the project, AHS, and RCMP as available

<table>
<thead>
<tr>
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<tr>
<td>Average</td>
<td>3.56 : 1</td>
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The Value of Annual Investment

The total present value of the PACT program was calculated to be $2,876,919, with a total investment in the program of $828,803. This indicates that for every dollar invested in the PACT program, there is a return of between $3.26 and $3.86 of social value created.

Of note, this ratio represents a minimum value as the most conservative estimates were taken wherever estimations were made throughout the analysis.

While the SROI ratio demonstrates that a real value is created for the stakeholders of the PACT program, there are additional elements of value that cannot be adequately represented in financial terms.

The social, emotional, and spiritual success experienced by those who participated in the program is difficult to quantify. Therefore, the real value created by the PACT program cannot be fully estimated.

Looking Forward

- In order for PACT to continue to impact the communities of Grande Prairie and surrounding areas, funding needs to be secured
- Continuing to educate community agencies and other resources on the use and value of PACT
- Continuing to bridge the gap between community services, allowing the mental health community to work more collaboratively and efficiently
- Evaluating possible expansion of the program to include more than one team. The reality is that the program needs to run 24/7 to be more effective
Social Return on Investment (SROI) Case Study:  
Safe Communities Innovation Fund  
DIVERSECITY HOUSING INITIATIVE

“Having an apartment and being stable for a while, it makes me realize all the other things in life that I want to work on, and I feel like I can finally do it.”

– Program Participant

Program Background

The DiverseCity Housing Initiative is based on the Housing First model and employs a community-based, multi-disciplinary Assertive Community Treatment (ACT) team to provide mental health and/or addiction treatment and housing support to individuals living in independent housing units.

The focus of the DiverseCity Housing program is to help participants live safely and successfully in appropriate community environments by providing intensive wraparound mental health treatment and housing supports. The duration of this program is 24 months, with flexibility to meet individual needs. The program aims to house five clients every month, with a maximum capacity of approximately 40 clients.

Program participants are required to pay 30 per cent of their income towards their rental costs, must have the ability to live (or learn to live) independently, and be able to complete self-care. Program participants select rental market units located within Edmonton, in the neighbourhood they want to live.

Participant Outcomes

As a result of program support, clients will experience stable housing, improved mental and physical health, and a decrease of addiction issues and substance use. In addition, clients will have decreased criminal involvement and criminal victimization as well as decreased court appearances due to criminal activity. Finally, clients will be able to improve their daily living skills, increase employment, and experience improved community integration and quality of life.

DiverseCity Client Demographics

• DiverseCity clients are between the ages of 24-55 years old, the majority of which are male
• Aboriginal clients identified as Status, Non-Status, Métis and Haida
• Most clients are Canadian citizens or non-immigrants and speak English as their primary language
• Many of the clients are single (never married) and have either never had children or they have one child
• Some clients have limited education (none, Junior High School) while others have secondary and post-secondary education

The majority of clients were unemployed and not looking for paid work upon intake to DiverseCity. Prior to entering the program, clients were ‘couch surfing’, homeless, living in sub-standard housing, or were incarcerated. Their residences included living with family and friends, staying in facilities and group homes, and accessing shelters.

Client homelessness included chronic, episodic, and relative homelessness. The total lifetime period of homelessness ranged from two months to approximately seven years old.

Theory of Change

If adults with mental illness and/or addiction issues have stable housing and intensive mental health support, then they are more likely to be healthy, law-abiding citizens successfully integrated in their communities.
The Value of Annual Investment

The total value of investing in the DiverseCity Housing Initiative was calculated to be $4,657,527. With a total investment in the program of $2,527,781, the final SROI ratio was calculated to be 1.84:1. This indicates that for every dollar invested in the program there is a return of $1.84 in social value created by the program.

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<td>Year 3</td>
<td>2.27 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>1.84 : 1</td>
</tr>
</tbody>
</table>

Case Study: Mental Health and Addictions

AB was born and raised in northern Alberta, and experienced what most would call a relatively “normal” childhood. Her family life was stable, and she remained at home and completed high school, before moving out of her parents’ house in her early twenties. Although AB had a stable upbringing, she began drinking casually at an early age, was diagnosed with bipolar affective disorder, and later developed bulimic eating patterns. Even with these challenges, AB attained two post-secondary degrees which she used to gain stable employment for several years, and was involved in a healthy 13-year common-law relationship.

Later in her life, however, AB lost control of her drinking. Alcohol use became a daily routine, which strained her relationship to the breaking point. This plunged her into a series of depressive episodes resulting in five suicide attempts, four episodes of health system involvement, and the regular use of crack cocaine. At her lowest point, AB states she spent upwards of $700 per month on the combined cost of drugs and alcohol.

During this time, AB became involved in the criminal justice system, with most of her criminal involvement centering on driving under the influence. This criminal involvement led to twelve separate episodes of justice system involvement (court appearances, police involvement, etc.), 105 days spent incarcerated, and a year-and-a-half on probation. Furthermore, she had been admitted to treatment programs to try and deal with her addictions on five separate occasions.

AB reported that while incarcerated, with the stability offered by prison structure, her bulimia and mental health were largely under control, and her probation officer recommended supported stable housing to help her integrate back into society. Her initial assessment results confirmed her eligibility for DiverseCity housing, and her high cognitive score supports the notion that AB is a very high functioning individual whose untreated conditions have put her in a very difficult situation, eventually leading to homelessness.

Since her involvement with DiverseCity, AB has remained stable in her apartment, has begun to look forward by working toward her goals regarding continued employment, and has recognized the benefits of regular medication for her mental health.

With the help of DiverseCity staff, AB has been exploring enjoyable leisure activities, healthy ways to address her relationship with food, and her bulimic behaviour has been absent since her involvement with the program. She has started to achieve some of her long term goals, such as to remain in stable housing and to be back in a healthy relationship. While she still has some struggles with her alcohol addiction, the honest supportive relationship with DiverseCity staff has helped her to stay safe and gradually work toward her addiction goals, and her crack use has completely diminished for the past several months.

AB continues to look to the future, and DiverseCity is helping her to achieve her long term goals of returning to work, and clearing up her criminal involvement. With the further help of the DiverseCity team, AB hopes to get her driver’s license back, and eventually purchase a place on her own.
Social Return on Investment (SROI) Case Study: Safe Communities Innovation Fund
TOOLS FOR SUCCESS

“These projects will provide support for Somali youth. The innovative way of delivering our services is that all concerned groups—educators, parents, police and community centre to work together very closely to shape the lives of youth for the better.” – Program Staff

Program Background

The Tools for Success program was implemented by the Alberta Somali Community Centre (ASCC) following the identification of the need to address the disengagement between the schools, Somali parents, and Somali students.

The ASCC committee identified three junior high schools in Edmonton (JD Bracco, Steele Heights, and Dickensfield) that were facing serious challenges in dealing with Somali students in the following areas:

- Punctuality
- Academic performance
- Behaviour problems
- Language barriers in communication with parents

The committee recognized that Somali students were facing culture shock, low self-esteem, loss of identity, lack of academic support, and language/communication barriers. It was also identified that an obstacle that Somali families face when adapting to a new host country is that the children adapt much faster than parents. The children are then forced to act as social gate keepers and interpreters for the parents. This causes a power shift between the children and parents that can create conflict between the generations.

Consequently, parents fail to address this new power dynamic, resulting in a widening gap between the parents and their children. As parents become less adept at societal norms and less equipped to monitor their children’s movement outside the home, this leads to their inability to detect poor academic performance, substance abuse, gang affiliation, and various other risk behaviours among their children. In these cases, parents are faced with challenges in:

- Communicating with school authorities
- Monitoring children’s time, schedule, and grades
- Providing the support their children need, due to lack of financial means
- Hopelessness and helplessness in understanding the social structure of the new host country

Social Value Created

Positive indicators of success were noted through the use of both qualitative and quantitative information. The Tools for Success program’s positive outcomes for students included:

- Eliminating class interruptions
- Increasing engagement at school
- Improved communication skills
- Improved stress/conflict coping skills
- Personal identification of newly found status as a Canadian Somali

Theory of Change

If Somali children (13-15 years old) who are experiencing challenges are supported in a way that they can overcome those challenges, then they are more likely to experience positive changes and become law-abiding citizens who will contribute to the safety, security, and the development of the larger society.
The Tools for Success program’s positive outcomes for parents included:

- Increased awareness of their children’s academic achievements
- Awareness of legal rights as parents
- Awareness of their role in their children’s educational needs

Without the Tools for Success program, the disconnected Somali youth are more likely to be at risk of experiencing or engaging in the following:

- Delinquent or criminal behaviour
- Substance abuse or addiction issues
- Mental health issues (anxiety, depression, and behavioural issues)
- Increased family conflict with parents
- Decrease in academic performance
- Dropping out of school
- Poor coping skills resulting in poor social relationships
- Anger problems
- Lack of problem solving skills and internal regulation
- Disconnection from community

Participant Outcomes

<table>
<thead>
<tr>
<th>Improved school attendance</th>
<th>Improved coping skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased positive attitudes towards learning</td>
<td>Increased positive attitudes towards teachers</td>
</tr>
<tr>
<td>Increased leadership skills</td>
<td>Increased participation in-class</td>
</tr>
<tr>
<td>Reduction in negative behaviour</td>
<td>Increase in student’s grades</td>
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<tr>
<td>Increased self-esteem</td>
<td>Increased awareness of community supports</td>
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<tr>
<td>Increased hope for the future</td>
<td>Increased respect for peers and others</td>
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</table>

Valuing Change: Social Return on Investment

The Tools for Success program’s primary objective was to engage three Edmonton schools, by implementing a program to support transitioning Somali youth and their families into the new host country. By implementing such a program, the costs of reducing or preventing negative outcomes resulting from the program’s existence, can be monetized as costs that are avoided, saved, or reallocated in the following areas:

- School administration costs
- Police costs
- Additional treatment facility stay costs
- Child Services/Child Welfare costs

However, due to unforeseen circumstances data was not available, therefore a Social Return on Investment calculation was not able to be completed for this project.

Looking Forward

The ASCC’s obligation to the parents and students remains the primary focus, as alternative funds to achieve the desired objectives are sought.
Social Return on Investment (SROI) Case Study:
Safe Communities Innovation Fund
NEW IN TOWN ABORIGINAL WELCOME SERVICE

Fast Facts
By the Numbers:
• 1,578 clients benefited
• 309 found long-term housing
• 123 finished school or training program
• 121 obtained employment
• 151 in crisis had safe places to stay
• 450 reported feeling more empowered and positive about life in Edmonton

Social Return on Investment:
• For every dollar invested in the New in Town Aboriginal Welcome Service approximately $6.06 is created in social value

“New in Town has all kinds of services under one roof. They take time to get to know you. It makes you feel more comfortable. They don’t tell us what we need; they ask us what we need. We don’t feel so alone.” – Program Participant

Program Background
The New in Town Aboriginal Welcome Service (New in Town) addresses the specific challenges that Aboriginal people who are new to Edmonton face. Loss of traditional supports; feelings of isolation, disappointment, and frustration; discrimination; poor planning; cultural differences; difficulty identifying and accessing services; and trouble getting housing, employment, education, and child care can make Aboriginal people susceptible to criminal risk factors, including poverty, lack of education and employment, involvement with Child & Family Services, criminal history, violence, and addictions.

New in Town’s primary objective is to provide guidance, support, and information to Aboriginal people who are new to Edmonton, while connecting them with appropriate services to help mitigate risk and enhance protective factors that reduce involvement in high-risk and criminal activities.

Services include pre-planning and goal setting, advocacy, referrals, services coordination, city tours, assessments, coaching, and transportation. The average amount of time spent with a client new to Edmonton is three months. The average amount of time spent with a client arriving from Corrections is 15-30 days post release. There are six New in Town employees with high caseloads, and one supervisor.

Participant Profile
New in Town clients are predominantly women, youth, and young families from First Nations communities in Alberta, as well as individuals from Corrections. Most New in Town clients are young people between the ages of 21-35 years old. Most people come from Alberta (67 per cent), but some have come from across Canada and as far south as California.

Participant Experience
RS moved to Edmonton from Maskwacis (located 96 km from Edmonton) and didn’t know what came next. “All I knew is just that I wanted to move away and come to the city for better, I guess, surroundings and a better education for my kids and myself,” she said.

With New in Town’s support, RS was connected to the resources she and her family of five children needed, including training opportunities. RS has completed a six-month program with Lives in Transition and another program focused on career and capacity-building. She is hopeful about her new life in Edmonton and has found employment. “Without New in Town,” she said. “I’d probably still be lost.”

Theory of Change
If Aboriginal newcomers at risk of poverty and social isolation are welcomed by a culturally relevant and coordinated referral service, then they will connect with community and Edmonton resources to support them in developing a crime-free, safe, and positive life.
Social Return on Investment (SROI) Case Study: Safe Communities Innovation Fund

Participant Outcomes
- Increased feelings of hope and belonging
- Improved urban life skills
- Increased connection to culture
- Reduction in negative stressors and risk factors
- Increased positive relationships and networks

Valuing Change: Social Return on Investment

New in Town creates value for participants and their dependents, and other human services providers. By reducing participants’ negative factors and creating a positive environment to adjust to life in the city, New in Town contributes to the changes that people make in their lives, which affects their families in the short and long-term. New in Town also reduces stress on the system by providing a dedicated service, which means that other service providers can focus on their respective mandates and provide services to Aboriginal people new to Edmonton on a referral basis. This coordination of services prevents Aboriginal people new to Edmonton from slipping through the cracks. They are supported for up to a year every step of the way. As a result, partner organizations report that they can focus on their core services instead of providing the extra supports that newcomers often need.

The Value of Annual Investment

New in Town’s annual average yearly investment is approximately $500,000. The social value created, however, exceeds the investment. The story noted above is just one example of a life changed as a result of New in Town’s intervention. If clients work closely with the New in Town program and the service providers with whom New in Town connects them, clients report feeling better prepared for and hopeful about life in Edmonton. They are also more likely to find housing and jobs, and lead more positive lifestyles. Additionally, clients are less likely to put strain on the system by avoiding police calls, child and family services, and other services that are accessed in times of crisis.

New in Town’s Social Return on Investment (SROI) is $6.06 for every dollar invested. This number represents the average of all three years the project was in operation.

Better reporting practices, more clients, improving services and collaboration with partners, hiring, and doing more with less have contributed to SROI increases each year.

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<tr>
<td>Average</td>
<td>6.06 : 1</td>
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Without New in Town’s assistance, clients report that they would have been lost, would have returned home or to prison, would not have known about and accessed the services they needed, or could have found themselves in very difficult situations.

Looking Forward

New in Town is a service in the city that potential funders are interested in making permanent.
**Social Return on Investment (SROI) Case Study: Safe Communities Innovation Fund**

**IMMIGRANT AND REFUGEE MENTORING PROGRAM**

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**Fast Facts**

**By the Numbers:**
- 1,881 children aged five to 12 years old
- 475 youth aged 13 to 15 years old
- 130 youth aged 16 to 18 years old

**Social Return on Investment:**
- For every dollar invested in the Immigrant and Refugee Mentoring Program, there was a return of $3.52 in social value created by the program.

---

**“I want to help the kids that don’t have homes and the kids that are poor and don’t have food and those whose houses have been bombed. I want to be the scientist that discovers everything.”** – Program Participant

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**Program Background**

The Immigrant and Refugee Mentoring Project is a partnership between the Boys and Girls Club, Big Brothers and Big Sisters of Edmonton and Area (BGCBigs), the Canadian Council for the Advancement of African Canadians (CCAAC), and the Somali Canadian Cultural Society of Edmonton (SCCSE). These partners provide familial support, mentoring and, critical hour programming through the Africa Centre for children and youth, aged five to 18 years old in Edmonton’s immigrant and refugee community. Project partners also work to enhance mentoring capacity for other cultural groups.

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**Participant Outcomes**

As a result of investment in this project:
- Children and youth reported increased self-esteem, personal skills, school performance, and hope.
- Youth leaders built leadership and organizational skills transferable to work and post-secondary education.
- Parents experienced reduced stress knowing their children were safe and receiving homework supports essential for success in school.
- Families developed a sense of belonging to the Africa Centre, their cultural community, and to the larger Edmonton community.
- Grassroots mentoring organizations had access to advocacy, as well as the space, financial, staff, and training resources for offering quality, accessible programming.

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**Understanding the Societal Impacts**

The Immigrant and Refugee Mentoring Program yielded substantial social value for sub-sectors involved in human service delivery. More than one third of the social value was created by avoiding mental health services for children, youth, and other family members. Such services included community-based mental health services, group counseling, and costs related to undiagnosed mental illness related to depression or anxiety. Reduced criminal justice costs accounted for another third of the Social Return on Investment (SROI). Services that were avoided included, youth court costs, probation services, victim impacts, and incarceration. The education system was another beneficiary. Fifteen per cent of costs related to decreased demands on educational assistants and school counselors. The remaining 14 per cent of social value resulted from the prevention of negative community, social, and economic impacts of youth dropping out of school. The remainder of social contribution represented the prevention of youth lost wages.

---

**Theory of Change**

If immigrant and refugee African children and families without social support networks are provided with mentoring, critical hour programming, and leadership skills, then they can develop a sense of identity, increase engagement in their community, and decrease their involvement in high-risk activities.

---

Contact Details:
Big Brothers Big Sisters Society of Edmonton and Area
Elizabeth O’Neill
Phone: 780-424-8181
Email: liz.oneill@bigbrothersbigsisters.ca
Social Value Created

Children and youth felt less isolated and more successful. They were more likely to stay in school and engage in healthy behaviour, activities, and choices. They were much less likely to develop mental health problems or engage in delinquent behaviour, drug or alcohol abuse, criminal activity, or gang involvement. Parents felt less isolated and they experienced enhanced mental health as a result of the broader supportive network of friends, neighbours, and community services. Parents also reported decreased mental and emotional stress knowing their children were in safe, supportive environments in the community.

Valuing Change: Social Return on Investment

Social Return on Investment grew rapidly from $1.72 in year one to $4.25 in year two of the project. The rate of growth slowed in year three due to staff turnover in two mentoring streams.

However, this rate of return is expected to continue to rise in subsequent years due to increased efficiency, deepened partner relationships, growing experience of staff, and a cohort of youth volunteers. BGCBiggs is also embedding this approach more intentionally across its eight other neighbourhood clubs.

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<th>Funding Year</th>
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<td>4.60 : 1</td>
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<tr>
<td>Average</td>
<td>3.52 : 1</td>
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Looking Forward

While the cohort of 16 to 18 year-old youth represents only five per cent of the children and youth served, the social value created from supports to this group are substantial. Almost 40 per cent of total created social value stemmed from preventing negative outcomes in this group. This is a startling statistic. It illustrates how quickly societal costs can mount when youth become involved in serious criminal activity (i.e. the costs of arrest, conviction, and incarceration of one youth), the long-term impact that violence can have on victims of crime, and the social costs to society of youth dropping out of school.

The implications of these findings are clear. Increased engagement of immigrant and refugee youth in recreation, mentoring, and youth leadership creates immediate social value for society. A continued investment in culturally relevant out-of-school supports that keep immigrant and refugee children positively engaged in their community would yield exponential future savings through the reduced pressures on human services institutions.
Social Return on Investment (SROI) Case Study:
Safe Communities Innovation Fund
MENTORING FOR INCLUSION

“Because we are the first generation here in Canada, we are learning a lot. I didn’t grow up with the idea of mentors, so when I came to this program I see that my child has a lot of opportunities to grow up to be a good person.” – Program Participant

Program Background
Mentoring for inclusion works with Somali and new immigrant Francophone children and youth aged seven to 15 years old. The Somali program is offered through a partnership among three organizations: Big Brothers Big Sisters Calgary (BBBS), Calgary Bridge Foundation for Youth (CBFY), and the Somali Canadian Society of Calgary (SCSC). Mentoring for Inclusion offers a number of mentoring and homework club programs.

Homework Clubs are provided by CBFY in four locations: Forest Lawn, Genesis Centre, Shaganappi, and Radisson. Homework Club tutors are recruited from the Somali community, trained, and paid for their services.

“Go 4 Great” provides two sites based on weekly mentoring programs managed and offered by BBBS at the Beltline Recreation Centre—one for girls and one for boys. Mentors are recruited from the Somali community. A program mentoring coordinator from the Somali community acts as a liaison with Somali programs.

Francophone Mentoring programs include In-School Mentoring, Teen Mentoring, Game On/Go Girls group mentoring, and the Big Brothers Big Sisters community mentoring program. Francophone mentoring programs work in partnership with the Conseil Scolaire du Sud de l’Alberta school board offered in six Francophone schools in Calgary.

Organization Mentoring is provided to the Somali Canadian Society of Calgary to build capacity.

Participant Profile
In Calgary, refugee and immigrant youth and their families have been identified as a vulnerable sector of the population. They can be isolated because of language and cultural barriers. Income and employment are very important to them due to the economic pressures of having immigrated, the cost of housing, and general living expenses. Even the youth feel this economic pressure as they attempt to balance school attendance with part-time jobs to help the family. As a result, these youth can become easy prey for gang related activities such as drug trafficking and other illegal activities, which on the surface provide quick money. These youth may also be targeted as victims of bullying and racism, causing them to feel even more isolated.

Participant Outcomes
The youth who participate in the program show increased confidence and self-esteem, begin new friendships, and show pride in their culture. They also become more interested in school and develop a sense of belonging with peers.

Theory of Change
If Somali Canadian and immigrant francophone children and youth who are experiencing cultural and economic barriers are connected to a positive role model/mentor, then they will increase their sense of belonging, be more likely to stay in school, engage in positive community activities, and be more resistant to negative influences.

Recipients of Safe Communities Innovation Fund, Alberta Justice and Solicitor General
The mentors report increased confidence, pride, leadership skills, and sense of belonging. Parents indicate that the programs have gained their trust. They feel their children are in a safe environment with positive role models. Parents are also pleased there is a gender-specific program for Somali girls.

The SCSC president reports increasing trust within the Somali community and willingness to work in partnerships with local service providers.

Social Value Created

By providing mentors for vulnerable children and youth in Calgary’s communities, Mentoring for Inclusion creates social value in a number of significant ways as youth, their parents, and the community in general achieve program outcomes.

Value is created for the participants in terms of education, health, mental health, and avoidance of criminal activity. This includes decreased use of additional educational resources, decreased cost of not finishing high school, decreased use of health systems, decreased use of mental health systems, and decreased involvement in justice systems. Justice system involvement ranges from decreased cost of petty crime to decreased potential to be involved in gang activity and other serious crimes.

For parents of participants, value is created through decreased stress as well as reduced cost of Children Services involvement. Finally, volunteer mentors experienced value through soft skills leadership development.

The Value of Annual Investment

The SROI analysis reveals that over three years of pilot funding, Mentoring for Inclusion creates an average of $2.21 for every dollar invested in the program. While the first year SROI results are lower due to program development and time needed for start-up, the program increased participation rates and the ratio grew over three years, and would be expected to continue to grow in the future. While results from the analysis speak to the significant value created by the program there are some outcomes that may never be fully valued in financial terms. For this reason, the results presented should be considered a conservative estimation of the true value created.

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Comparison of Social Value and Investment

![Comparison of Social Value and Investment](chart.png)
Social Return on Investment (SROI) Case Study: Safe Communities Innovation Fund
FULL CIRCLE MENTORING PROGRAM

“A number of the students who registered into our program at first were withdrawn, lacked self-confidence, and had few friends. Within a few months of being in the FCMP, there was a noticeable change with the youth. They were willing to try new projects, voice their opinions.”
—Program Staff

Program Background
The Full Circle Mentoring Program (FCMP) teaches youth traditional aboriginal culture through arts and crafts. The program was created in an effort to preserve and promote the culture to our local youth, while instilling leadership skills and encouraging them to give back to the community, thereby creating a full circle.

Participant Profiles
The Aboriginal children and youth in our community lack a connection to and knowledge of their traditional culture. As a result, youth tend to lack a sense of identity and confidence. Additionally, some youth are more susceptible to becoming involved in drugs and alcohol, property damage, and violent crime. Providing critical programming, for youth aged six to 18 years old through Aboriginal mentoring assists in addressing these risk factors.

Participant Outcomes
• Increased connection to culture and sense of belonging
• Increased engagement in school
• Increased ability to cooperate and work with others
• Increased self-awareness and social skills
• Increased confidence to share and trust
• Strengthened parent and child relationships
• Increased ability to voice their opinions and make better choices regarding positive peer groups and relationships

Social Value Created
Our program engages Aboriginal children and youth in critical hour programming. This is a time when an unsupervised child is most likely to participate in high-risk behaviour (such as drug or alcohol use, violence, and crime). To prevent this, ‘critical hour programming’ engages children in cultural activities and mentoring which results in increased self-esteem, hope, and positive relationships. Participants start out as a Mentee, graduate to a Teen Mentor, then finally to a Mentor. The Full Circle Mentoring Program assists in avoiding costs from services such as school counsellors, the RCMP, family counselling services, and youth court processes.

Case Study: Insecurities
A 17-year-old girl registered in our program as a teen mentor. At the beginning of the program, she was extremely quiet, withdrawn, and suffered from many insecurities. She had also been diagnosed with a form of Obsessive Compulsive Disorder. As the months passed, she overcame many obstacles. She became more confident and began taking an interest in her

Theory of Change
Aboriginal youth who have poor self-esteem and lack a sense of identity are exposed to their culture and positive role models through mentoring, allowing them to develop stronger, more meaningful relationships have higher self-esteem, and be empowered to make healthier life decisions.
appearance. This young woman was more sociable with the other students in the program as well as the adult supervisors. While the compulsion to wash her hands was still present, the frequency had decreased significantly to the point where she was able to limit herself to washing her hands at the end of the class. Originally this young woman had planned to continue with her post-secondary education in dentistry; however, following her experience in this program, she decided to study social services.

Valuing Change: Social Return on Investment

The total present value of investing in the Full Circle Mentoring Program was calculated to be $909,081. With a total investment in the program of $262,546, the final Social Return on Investment (SROI) ratio was calculated to be 3.58:1.

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<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
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<tbody>
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<td>Year 2</td>
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<td>2.30 : 1</td>
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<tr>
<td>Average</td>
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Case Study: Mentorship

A woman registered her 12-year-old granddaughter into the Full Circle Program in an effort to help the girl make friends. This youth had come from a “broken home” and had dealt with a lot of tragedy for someone her age. The youth attended the program only twice when she began missing sessions. In an effort to encourage this youth to continue attending, it was decided to promote her to a Teen Mentor-in-training. She took on this responsibility with determination and confidence, and she never missed a session. By the end of the year, she had made many friends and looked forward to the summer so she could volunteer as a leader in one of the day camps.
Social Return on Investment (SROI) Case Study:
Safe Communities Innovation Fund
HEALTHY FAMILIES

“A family for whom domestic violence was an issue worked on respect and better communication; and when they had difficulties, they would text their worker and she would reinforce what they needed to change.” – Program Staff

Program Background
The Healthy Families Project was created to support and provide information to current and expectant parents of the Bigstone Cree Nation who are at risk of trauma, violence, mental health issues, and abuse. The program’s goal was to impact their ability to parent effectively and provide new avenues to address their issues.

Prior to implementation, the following community-based outcomes were determined:

- Increased collaboration among community-based service providers
- Increased parent participation in the community system
- Increased knowledge of traditional practices of parenting, respect, and community values
- Decreased rates of criminal activity in the community

Initially, the Healthy Families Project hoped to address the following issues:

- Decrease the number of youth getting into trouble, including gang activities
- Assist in improving living conditions
- Enable people to build stronger family units
- Reduce spousal abuse
- Reduce/eliminate gang violence
- Reduce alcohol and prescription drug abuse
- Increase parent responsibility
- Prevent teenage pregnancy

Upon entering the communities and implementing the program, additional issues were identified that had to be addressed in order to remedy the initial issue. These secondary issues were lack of housing, lack of individuals with driver’s license for transportation, lack of knowledge regarding meal preparation, insufficient funds to purchase healthy food choices.

Participant Outcomes
The project reported achievement of the following three outcomes:

1. Parents and children will have greater access to needed services.
   - 17 families were assisted with having their children’s status registered with the government and with the Band so they could receive services
   - 25 families were provided with transportation to needed services and referrals

2. Parents will gain knowledge and skills to assist them in their homes.
   - Staff provided a variety of workshops for the clients such as traditional parenting, ‘Healing the

Theory of Change
If at-risk expectant, new, and current parents receive mentoring and in-home support gain the knowledge, experience, and assistance they need to create a healthy environment for their children, then it will lead to an increase in community health and individual well-being.
Caregiver’, crafts, cooking, regular mental health presentations, personal care classes, and quilting, etc

- One-on-one help was provided during conversations and casual interactions. Those who needed further assistance were provided advice in the context of regular interaction without blame or judgement

3. Parents will have access to help when needed and will feel supported and better able to manage their families.

- In addition to an increased use of community services, evening activities were provided and staff often received texts with questions or concerns that were answered as soon as possible (often received and answered by the workers when they were at home)

**Project Benefits**

One of the workers identified a mom with 3 children who was living with her brother and sister-in-law. She was doing nothing to improve her life when the worker first met her, but she began to come out to the activities and meet other women. She completed her life skills program through the local college and was making plans to go back to school.

There were reports of many who were assisted in obtaining birth certificates and drivers’ licenses, getting food from the food bank and receiving donated clothes and household goods. The workers advocated for their clients and helped them in whatever ways were needed.

It was a client-based approach that required that the workers be flexible and creative.

**Social Value Created**

When collecting achievements of the Healthy Families Program, it was identified that the collection of quantitative data was an issue as the majority of experiences contributed data more qualitative in nature. Because of this, a Social Return on Investment was not calculated.

Based on the recorded outcomes, improvements can be shown based on:

- The amount of transport used to access services
- The increase in amount of donations (food, household goods, clothes, and toys)
- The number of community members that completed necessary paperwork following childbirth
- The number of participants at cooking and parenting classes
- The increase in the number of planned social gatherings within communities
Social Return on Investment (SROI) Case Study: Safe Communities Innovation Fund
STREETSAFE INITIATIVE

“Clients should be able to access services without being offered drugs, without the fear of being beaten up or threatened, or having possessions stolen from them. In the same way, staff, local residents, and the general public should not have to step around or through litter or drug paraphernalia. They should not have to walk around arguments and violent skirmishes taking place in the street. It is these issues that the community patrols will improve for every stakeholder in the community.” – Program Staff

Program Background
The Boyle Street Community Services (BSCS) StreetSafe Initiative was born out of the recognition of a need for increased safety for residents, businesses, staff, and clients of the Boyle Street Centre, located in Edmonton’s inner-city area. Following a 2009 ‘Fear of Crime’ survey administered by BSCS, it was determined that there is collective concern from all groups about personal safety, victimization, and problematic behaviour.

The StreetSafe initiative addresses these concerns by utilizing a Community and Police Liaison Officer and four Community Patrol Officers to maintain safety in and around the BSCS building, as well as offer assistance to local businesses and residents when needed. The overall aim of the StreetSafe Initiative is to reduce incidences of crime and disorder, and therefore reduce fear of crime and victimization by 10 per cent each year, with a final reduction of 30 per cent over three years.

Program Goals and Objectives
The StreetSafe Initiative was developed with three main goals in mind:

1. Outreach workers will identify and target known or suspected drug dealers in the area in order to decrease the amount of drug dealing and drug use in and around the Boyle Street area.

2. Decrease the number of calls for police assistance in the Boyle Street area by responding to and de-escalating incidents before they require police attendance.

3. Engage with local businesses and residents to create a cohesive community and reduce the fear of crime.

Stakeholder Profile
Three stakeholder groups were identified for the calculation of the StreetSafe initiative: clients, community members, and staff.

Clients: Most clients suffer from a combination of homelessness, poverty, addictions, mental health problems, social disorganization, poor family functioning, criminal involvement, and disabilities, resulting in significant marginalization.

Community Members: This group identified the highest level of fear among survey respondents (2009 Fear of Crime Survey, BSCS).

Theory of Change
If marginalized individuals seeking to change their behaviours and lifestyles are given the opportunity to obtain services and resources in a drug and crime free environment, then they are more likely to succeed in obtaining their goals and making positive changes in all aspects of their lives.
Staff: As frontline workers, they are at a high risk of being victimized and report incidents ranging from minor thefts to physical victimization in various circumstances.

**Social Value Created**

Boyle Street Community Services provides resources to a dynamic clientele who suffer from homelessness, poverty, addictions, mental health problems, social disorganization, poor family functioning, criminal involvement, or disabilities (particularly Fetal Alcohol Spectrum Disorder). Many clients suffer from a combination of these risk factors, which result in significant marginalization from mainstream society. Without intervention by the program, many of these individuals would be more likely to have contact with police and the hospital for a variety of drug related and psychiatric reasons, and less likely to secure stable employment and affordable housing. Additionally, the nature of the social issues they face often means they have increased requirements for emergency services (police, fire ambulance), contact with the justice system (arrests and incarceration), and admissions to psychiatric programs and addictions treatment. The program’s Community Safety Outreach Workers play a key role in reaching out to individuals who either may not be aware of support services offered, or are too afraid to approach the Centre.

Through a consistent presence on the street and problem solving-based liaising, the program’s Community Safety Liaison Officers have been able to decrease drug use and dealing, violent incidents, and general crime and disorder in the neighbourhood. This created a more safe and secure environment in the area so that clients are better able to access needed services and resources without fear of threats or harassment.

By facilitating conflict resolution, the officers educate local business owners about how to effectively manage individuals who loiter or cause problems with customers due to inappropriate or disruptive behaviour in front of the business. As business owners become better equipped to manage issues and direct those in need of support to the Centre, the number of instances of confrontation and disruptive actions decrease. For local businesses and residents, the decrease in incidents of vandalism, theft, assault, and other crimes makes the neighbourhood safer, as well as decreases the costs of police call-outs and investigations, insurance claims, and the associated costs of victimization.

Another key stakeholder in this program is the staff at Boyle Street Community Services, as their position on the front line often places them at a high risk of being victimized. Many staff members have reported incidents ranging from minor thefts to physical victimization. In some cases, these incidents have resulted in the requirement of time off or medical treatment. The increased safety for both staff and residents leads to a reduction of victimization and its associated costs.

**Valuing Change: Social Return on Investment**

The ratio for the Boyle Street Community Services StreetSafe Initiative is 1.99:1 over three years, indicating that for every dollar invested in the program, $1.99 of social value is created. This ratio demonstrates the significance of helping marginalized individuals access services and resources in order for them to improve their lives and their situation. It is important to note that because the Boyle Street Community Services building sees a large drop-in population in addition to those clients with appointments for specific programs, the actual number of clients impacted and experiencing change can only be estimated when completing the SROI. It is, however, expected that this SROI offers a reasonably accurate ratio for the program.

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<tr>
<td>Average</td>
<td>1.99 : 1</td>
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**Comparison of Social Value and Investment**

The comparison of social value and investment is shown in the diagram below. The total present value for social value is $1,569,263 over three years, while the total present value for investment is $296,124 for various funding years.

Recipient of Safe Communities Innovation Fund, Alberta Justice and Solicitor General
Program Background

RADAR performs an invaluable triaging service for street-connected youth, working to bring those who are most vulnerable into RADAR programming while connecting lower-risk youth to other appropriate supports. RADAR reconnects street youth to the essential supports and services they need to turn their lives around.

RADAR employs a phased approach, engaging and stabilizing the most vulnerable youth by bringing them into specialized classrooms and providing recreational and socio-emotional supports. When youth are ready, RADAR supports their transition into other school programs or employment. After a youth transitions from the program, RADAR provides follow-up support to enable him/her to maintain a healthy and positive trajectory towards adulthood.

Participant Profile

Youth referred to RADAR are typically between 13 and 15 years old. Most have not attended school in over a year. More than half were living in a homeless shelter or on the streets at the time of their referral. The vast majority have some form of child welfare status and grew up moving from one foster placement to another.

Often, these youth are involved in crime and are beginning to connect with gangs, and have been sexually exploited while living on the street. The youth accepted into the RADAR program often struggle with addictions and mental health issues. They have experienced significant trauma and have few supportive adults in their lives. They also spend much of their time trying to meet their basic needs—finding something to eat and a safe place to sleep.

The history of trauma and on-going crisis makes these young people some of the hardest to engage. They have learned not to trust and as a result appear oppositional and defiant. As such, it takes a long time to build the trusting relationships and security they need to participate in healthy programming.

Once engaged, they are likely to retreat or rebel when circumstances in their lives draw them back into crisis. This means that change is slow and often intermittent. Programming must be comprehensive and nimble, and staff working with these youth must be skilled, patient, and tenacious.

Social Value Created

Using a trauma-informed approach, RADAR staff support these young people to meet their basic needs, re-engage with school, reconnect with family or other healthy adults, and find and maintain safe, stable, and appropriate living arrangements. With this comprehensive and unconditional support, RADAR youth have the opportunity to move out of...
crisis, stabilize, and build skills, assets, and relationships. With the supports provided through RADAR, many of these young people get off the street, and the community no longer incurs the costs related to crime, homelessness, and failure to complete high school. These young people are given the opportunity to experience healthy relationships, explore their interests and aspirations, and are able to change the trajectory of their lives.

Valuing Change: Social Return on Investment

Since 2008, 124 seriously disconnected and street entrenched youth have been referred to, and triaged by, RADAR’s cross-sector team. Fifty-eight of those youth were accepted and engaged in the program. Often after years of non-attendance, these youth were able to re-engage with school in a specialized classroom setting. Many were able to stabilize their living situations, access appropriate health care, get help for their addictions, take part in healthy recreation and community activities, and connect with healthy adults. Twenty-six of these youth have been supported to transition back to other school programs or employment.

Considering the many risk factors and the intermittent ability for youth to engage with staff and programming, RADAR determined there were three longer term indicators that would help the team gauge whether youth are experiencing sustainable positive change as a result of being connected to RADAR. These include consistent school attendance or employment, living in a safe and stable environment, and not committing crime. Although these indicators do not effectively capture the essential day-to-day supports that RADAR provides, they do illustrate if the youth are moving towards healthy and productive futures.

These indicators are monetizable. We can attach a financial proxy that represents the dollar value of changes in the lives of these youth.

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<td>Year 2</td>
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<td>Year 3</td>
<td>2.89 : 1</td>
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<tr>
<td>Average</td>
<td>2.68 : 1</td>
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When RADAR supports a youth to return to school, that youth doesn’t incur the costs associated with attending court processes, will not be assigned a probation officer, and is likely to finish high school. Finding a safe and stable place to live means that youth will not have to access homeless shelters, avoid being placed in group homes, or others may move home rather than in with a foster parent, and a small number will avoid becoming a permanent ward of Children’s Services. Youth who are appropriately housed with RADAR’s support are more likely to access appropriate health care and less likely to visit emergency rooms. Finally, when RADAR provides opportunities for youth to take part in meaningful recreation and to make healthier decisions, RADAR helps to prevent their involvement in crime and all of the costs associated with police call outs, investigations, court, and ultimately incarceration.

Over the course of RADAR’s three years of operation, 23 youth have made sustained change in the three outcome areas (attending school or employed, living in a safe place, and not committing crime). Thirteen of these youth are attending school regularly or are employed. They have a safe and stable place to live and they are not committing crime. The other 10 youth are experiencing sustained change in two of the outcome areas. Two are attending school regularly and are living at home, and the attendance of the other four is uncertain. Lastly, four youth are not committing crime and have a stable place to live, but are not registered or attending school.

If these same 23 youth had continued on their pre-RADAR trajectory, it is very likely that they would not finish high school. They would probably become more deeply involved in criminal activity and eventually join the adult homeless population.

Looking Forward

While the Social Return on Investment ratio tells part of the story, much of the social value created by RADAR’s work is not monetizable. By providing comprehensive services, unconditional support, and positive regard to these isolated and vulnerable youth, RADAR enables them to begin to imagine a different future, one that is safe and stable, free of chaos and crisis, and rich with the supports of healthy adults and peers. These young people are given the opportunity to change the course of their lives and to engage in meaningful activities that help them to be a part of something bigger—contributing to our communities rather than surviving on the fringes.
Social Return on Investment (SROI) Case Study:
Safe Communities Innovation Fund
STRENGTHENING FAMILIES PROGRAM

“Since attending Strengthening Families, we’re able to stop fighting before the conflict escalates, it never gets physically violent anymore and the emotional violence has decreased substantially.” – Program Participant

Program Background
Strengthening Families is a specialized counselling program for couples to address the complex relationship between substance use and intimate partner conflict.

This program aims to reduce the need for individuals to enter the justice system, by assessing potential participants after an initial police report for domestic violence that did not result in criminal charges.

Strengthening Families is open to couples:
- Who are married or are living together
- Where at least one has a substance use problem
- Where there has been at least one instance of domestic conflict/aggression
- Who are both willing to work on their problems

A total of 97 couples were system-referred or self-referred to the program. These participants were screened and assessed for fit and program commitment. Of these, 25 couples went on to start the program. Other couples were offered alternate services.

Participant Outcomes
Successful outcomes for Strengthening Families participants included reduced substance use and reduced domestic violence. Participation also led to improved relationship satisfaction, improved mental health and well-being, and readiness for change coupled with decreased stress, depression, and symptoms of trauma. In addition, children of participants experienced decreased vulnerability as their parent’s relationship improved.

Social Value Created
For every dollar invested in the Strengthening Families program, there was $1.82 created in social return.

Even with a small number of participants this is a positive investment. For example, domestic violence results in costs related to a Child & Family Services (CFS) investigation, police investigation, pain and suffering for the assault victim, and ambulance service (see Table 1 on next page).

According to U.S. data, substance use, such as alcohol, is involved in 40 to 60 per cent of domestic violence incidents, suggesting that between 5,000 and 7,500 of Calgarians would benefit from this type of program.

The Value of Annual Investment
Strengthening Families prevents and reduces the crime of assault and its consequences to individuals, families, and the community. It enhances the lives of individuals, couples, and families, and directly and indirectly reduces the vulnerability of children exposed to violence between their parents.

Theory of Change
If couples experiencing substance abuse and domestic violence participate in specialized couples treatment, then they will report lower substance use, fewer police visits and arrests, higher relationship satisfaction and reduced incidents of partner violence.
Valuing Change: Social Return on Investment

Financial proxies were created for a number of outcomes, including substance use reduction and domestic violence. Our Social Return on Investment analysis indicated that for every dollar invested in Strengthening Families, there is $1.82 return in social value.

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<td>Year 2</td>
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<td>Year 3</td>
<td>2.52 : 1</td>
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<tr>
<td>Average</td>
<td>1.82 : 1</td>
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Table 1

Example of Outcome | Selection of Financial Proxies
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Reduced domestic violence | Cost of CFS investigation
| Cost of police attendance
| Women’s Shelter
| Cost of pain and suffering per assault victim
| Cost of ambulance service
| Cost of child abuse to survivors (annual personal cost)
| Cost of provincial incarceration
| Police cost of domestic violence homicide investigation (offender known to police, direct police costs only)
| Cost of federal incarceration
| Income assistance
| Cost of family violence group treatment

The Value of Annual Investment

An outcome for program participants’ children was also included in the analysis because children immediately benefit from their parents’ participation in the program.

Family violence has a long-term negative effect on children, and has many associated costs—both in the short and long-term. For example, the cost of treatment for stress-related disorders in a child for a year is $4,485. If that child drops out of high school, the cost of health problems for a high school dropout is $15,611.

Looking Forward

The Strengthening Families program has successfully enhanced the lives of participants struggling with substance use and domestic violence. It has positively affected relationship satisfaction and family functioning.

Calgary Counselling Centre will work to increase agency capacity to provide the program, and ensure staff competency in program delivery. We continue to promote the program to the community stakeholders in order to offer a valuable opportunity to strengthen families and in turn increase social value.

This program provides a new option to those at high risk for a domestic violence charge and who are supported to enter treatment voluntarily.
Social Return on Investment (SROI) Case Study: ASSISTING IMMIGRANT MOTHERS (AIM)

“AIM helps me a lot. I wanted to go to school, now I am and I’m learning so much. When I have a problem I call her and she helps me. I needed food and she helped me. I needed school supplies, a tutor and to meet other women. She helped me with all of that.”

– Program Participant

Program Background

Assisting Immigrant Mother’s Project (AIM) utilizes a two tier wraparound service approach to build protective factors in immigrant youth and mothers living in Calgary. AIM uses a holistic, targeted crime-prevention approach by providing both family and youth-focused services.

AIM engages girls between the ages of six and 17 years old during critical hours (3-6 p.m.) with:

- Academic support (mentorship and tutoring)
- Skill-building workshops (first aid, self-defence)
- Field trips (skiing, Banff day trip)
- Community engagement opportunities (Habitat for Humanity’s annual Christmas gift wrapping fundraiser)

Mothers receive support through in-home visitation, supportive counseling, cross-cultural parenting support, employment assistance, English language enhancement, and skill building workshops such as ‘How to do your Taxes’, ‘Breast Health’ and ‘Civic Engagement’.

The project fosters positive mother and daughter relationships through family outings and field trips. These opportunities remove economic barriers to participation and provide a safe and positive environment to strengthen mother-daughter bonds.

Participant Outcomes

The AIM project supports avoidance and reduction of criminal involvement through:

- Increased number of positive friendships and peer relations
- More openness to helping others and engagement with the broader community
- Increased parent reporting of children doing better at school
- Stronger parent-child relationships
- Greater capacity for mothers to access resources and cope with issues

Social Value Created

Eliminating risk factors and engaging youth before destructive patterns emerge, helps them develop healthy behaviours. Research shows that youth who feel satisfied with their parental relationships, are engaged in school, and feel supported by their peers are less likely to engage in criminal behaviour. Society at large also benefits from families having the capacity to cope with and address behavioural issues before they escalate to involve police and social services agencies. As families transition from civic disengagement to empowerment, they are more likely to experience a positive future in Canadian society.

Theory of Change

If low-income immigrant parents obtain knowledge and skills to parent effectively in their new local context, then they will be more likely to support and increase the protective factors in their children/youth. This in turn reduces children and youth’s risk of involvement in delinquent behaviour.
Social Return on Investment (SR0I) Case Study:
Safe Communities Innovation Fund

Valuing Change: Social Return on Investment

The charts (above and below) demonstrate the social value of investing in programs and services that support newcomers in their integration in Canadian society. The social return of initial investments continues to grow once clients gain the knowledge and skills to engage in the community and build protective factors in their children.

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<td>4.72 : 1</td>
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<td>5.29 : 1</td>
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Looking Forward

Immigrant women and children new to Canada face one or more of these barriers:

- Isolation
- Low literacy
- Domestic violence
- Depression
- Economic strife

After investment from the project, the following was achieved:

- Improved academic performance
- English language enhancement
- Increased self-reliance
- Safe environment for mothers and youth
- Improved self esteem

Recipient of Safe Communities Innovation Fund, Alberta Justice and Solicitor General
Social Return on Investment (SROI) Case Study: Safe Communities Innovation Fund
START SMART STAY SAFE (S4)

“I had the most rewarding experience yesterday witnessing the grade 3 and 4 class working on the puzzle activity from our module. That was one of those powerful teaching moments that don’t happen often enough. The students were so engaged and so insightful.” – Program Staff

Program Background

Start Smart Stay Safe (S4) is a partnership of the Calgary Police Service, Calgary Board of Education, Calgary Catholic School District, and Mount Royal University’s Centre for Child Well-Being. This project was piloted with students in grades one through six, in 15 Calgary schools, and provides a children’s component and a family component.

In the children’s component, uniformed police officers and school personnel co-facilitated lessons in classrooms and engaged in other unstructured activities (i.e. gym, assembly, recess) with children, using a strength-based approach to promote pro-social skills development.

The family component engaged families to participate in discussions, educational sessions, and activities to practice skills aimed at building child and family resilience and ultimately reducing crime and victimization.

Overall, project activities build skills that support students to successfully navigate through challenging situations like bullying, cyber-safety, pressure to abuse substances, and other high-risk behaviours, and engage families to support these goals.

Diverse community communication is an essential element of S4, moving education and law enforcement toward a progressive, research-informed model of ethical citizenship.

Participant Outcomes

The S4 program applies a strength-based philosophy to promote the development of young children’s social and self-management skills, with the intention that these skills will contribute to their resilience and positive perceptions of, and relationship with, police as role models and approachable resources.

The development of children’s character, their sense of belonging to a community, and resilience in the face of personal or family problems are indirect but effective ways of reducing social problems by helping build strong and resilient citizens and safe communities.

S4 supports families of participating children to enhance understanding of child development, reinforce the use of strength-based parenting strategies, and involve them in reinforcing the messages and skills children are learning in the classroom. Parents are engaged as active partners in building safer communities for their children.

Social Value Created

The primary prevention approach of this project creates social value in the short term but the greatest social value can be expected in the long term. Social value effects include:

Theory of Change

If educators and police work together to teach children skills to enhance their resiliency and build on their strengths, and engage families to create a supportive environment for these children outside school, these children will be better protected from victimization and involvement in criminal activity.
• Reducing the costs associated with school personnel responding to behavioural incidents
• Increasing pro-social behaviours and positive citizenship among children
• Reducing needs for referrals to specialized school resources and community-based services for children and their families
• Reducing absenteeism
• Increasing academic performance and school completion
• Increasing family stability and reducing child and family stressors, preventing the need for referrals and reporting to Children’s Services

Valuing Change: Social Return on Investment

Data for the S4 Social Return on Investment (SROI) is gathered in aggregate form from the Student Information Records System (SIRS) and interviews with school administration. Data has been gathered from the beginning of the year prior to project implementation, allowing for determination of a baseline. Financial proxies were identified for each outcome to calculate the social value of the S4 project.

Financial proxies reflecting cost factors in the short term include reductions in the cost of school personnel time (i.e. related to behavioural issues, suspensions, absenteeism, reporting to Children’s Services, and accessing specialized services). Some financial proxies were included for social outcomes (i.e. reductions in violent crime and dropping out of school).

Due to the focus on prevention and building resiliency in children, and their families, this project is expected to have its greatest effects in the long-term. However, many of the effects cannot be monetized at this time and therefore are not included. For example, future values such as reduced victimization, improved family functioning, and the varying effects of improved citizenship among youth are not included. As a result this SROI ratio should be viewed as a conservative estimate of S4 project value.

Values created for the SROI were discounted for deadweight, attribution, and drop off to reflect the impact of other factors on project outcomes and the decline in impact following project intervention. Finally, a discount rate of eight per cent was applied across all financial values to account for uncertainty in the attainment of outcomes.

The Value of Annual Investment

The SROI for S4 is calculated over three years. In reality, the project was implemented over two school years, with the first year being used to develop the project and related resource materials. This SROI reflects data from the first and second years of implementation that were delivered as a pilot. Data gathered during this pilot year was compared against baseline data. The SROI calculated for the third year is a forecast, using trends in the data from years one and two. The SROI ratio shows an overall value of $1.42 for each dollar spent over the three year period, as shown in the chart below. Again, this should be viewed as a conservative estimate as it does not include the value of expected long-term impacts or other outcomes that cannot be monetized such as the effects of increased citizenship among children.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>0.37 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>0.74 : 1</td>
</tr>
<tr>
<td>Year 3*</td>
<td>3.16 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>1.42 : 1</td>
</tr>
</tbody>
</table>

*Year 3 estimated, based on Year 2 results

Looking Forward

The S4 project was developed with a view to long-term implementation in classrooms and school communities. During the pilot implementation, much emphasis has been placed on building the foundational elements that will allow for project practices and resources to be sustained in schools and communities for years to come. Data showed an impact on tangible cost in the first year of implementation, and the effects of this project are likely to result in significantly greater value in the long-term.
Social Return on Investment (SROI) Case Study: Safe Communities Innovation Fund

**YOUTH LEADERSHIP AND RESILIENCY PROGRAM**

"I learned that all of our choices now affect our lives in the end. Our world is now and the future depends upon us." – Program Participant

**Fast Facts**

By the Numbers:
- 63 per cent (up from 36 per cent) would resist peer pressure (alcohol use)
- 64 per cent (up from 36 per cent) plan to pursue post-secondary education
- 83 per cent (up from 75 per cent) can identify a skill they are good at
- 70 per cent (up from 50 per cent) believe they have leadership qualities
- 63 per cent (up from 45 per cent) report increased self-efficacy

Participant Feedback:
- "This program has encouraged me to apply for college and (it's) got me thinking about identity."
- "I learned a lot today and I feel like I can talk to (an Elder) about losing both my parents to alcohol and drugs."

**Program Background**

Youth from the Kainai (Blood) Reserve live in a community with some challenges, including poverty, drugs, alcohol abuse, and violence. These can be multi-generational issues which place some youth at high risk of committing crimes. The community is also home to many strong role models and caring Elders. The Youth Leadership and Resiliency (YLR) Program draws on these strengths to improve youth outcomes through engaging at-risk youth through in-class programming, adventure activities, and community service.

**Participant Profile**

In 2009, 50 students entered the YLR program, with another 50 added each year through to 2012. Participants enter the program in Grade 9 and remain involved through the rest of their high school career. Most are between the ages of 15 to 17 years old, and all are of Blackfoot (Blood) cultural origin. Fewer than 40 per cent live with both parents, while almost a quarter of the youth live with one parent or between two homes. Additionally, 30 per cent live with extended family or relatives (typically grandparents), which reflects a widespread reality for many Blackfoot youth. A majority youth have grades in the Bs and Cs, and no participants have grades that are mostly in the As.

**Valuing Change: Social Return on Investment**

The YLR program is essentially about prevention. Youth who would otherwise have multiple system interventions throughout their lives instead will grow into independent, safe, and healthy adults. Participants who have healthy relationships will avoid stays in women’s shelters and lengthy counselling.

Youth who abstain from drugs and alcohol will avoid addictions treatment, youth court, or incarceration for selling drugs or committing acts of violence.

**Social Value Created**

At-risk Kainai youth tend to feel disconnected from their schools, guardians, community, and culture. Low self-esteem, distrust, and a lack of opportunity for the future make their lives challenging. In these circumstances, some feel like they have no options and give in to peer-pressure, only to become enmeshed in the cycles of addiction, violence, and poverty.

YLR connects these at-risk youth with members of their own community to build youths’ self-esteem, increase their attachment to school, and help them develop positive relationships with peers, adults, and those in authority. The program has been shown to reduce juvenile arrests, reduce school suspensions, and increase high-school graduation rates. With these protective factors in place, Kainai youth will have the support and strength to live healthy, safe, and drug-free lives.

**Theory of Change**

If on-reserve Aboriginal youth at risk of school attrition, addiction, criminality, and violence have access to culturally relevant mentorship, service opportunities, and personal growth opportunities, then they will be empowered to make positive decisions regarding their adolescent and adult lives.

Recipient of Safe Communities Innovation Fund, Alberta Justice and Solicitor General
and will be less likely to be involved in the criminal justice system as adults. Youth who finish school, maintain good grades, and have aspirations for future careers will be more likely to have sufficient incomes as adults, avoiding income support, and subsidized housing.

Due to the long-term vision and preventative strategy of the YLR program, the beneficial effects increase with length of participation, as well as post-program. In the first year, we conservatively estimated that one youth out of the 50 avoided a stay in an emergency shelter, five avoided counselling services, 10 avoided addictions treatment, two avoided incarceration, and 15 avoided youth court. We also estimated that at least one would avoid income support (whether as an adult living with relatives or as a single parent), one would avoid subsidized housing, and 12 would avoid adult court in the future. These numbers double in the second year and triple (from the original values) in the third as the participant numbers increased to 100 and then 150.

Perhaps the most important lesson participants learn through the YLR program is that they are valuable, strong, and part of a caring community. Youth in the program develop self-esteem through exploring their cultural heritage and personal strengths. They feel empowered to change their lives, and they have hope for the future. Through their involvement and with the support from program mentors, at-risk Kainai youth learn that they can make positive choices and improve their lives breaking out of the cycles of poverty, drug abuse, and violence.

The Value of Annual Investment

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>0.25 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>0.47 : 1</td>
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<tr>
<td>Year 3</td>
<td>2.45 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>1.05 : 1</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>Total Value</th>
<th>Input</th>
<th>Net Value</th>
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<tr>
<td>1</td>
<td>$80,313</td>
<td>$317,000</td>
<td>-$236,687</td>
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<tr>
<td>2</td>
<td>$165,444</td>
<td>$352,000</td>
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<tr>
<td>3</td>
<td>$986,797</td>
<td>$402,000</td>
<td>$584,797</td>
</tr>
<tr>
<td>Total</td>
<td>$1,232,554</td>
<td>$1,071,000</td>
<td>$161,554</td>
</tr>
</tbody>
</table>

Youth Leadership and Resiliency: SROI Calculation

<table>
<thead>
<tr>
<th>SROI Indicators Included</th>
<th>Value per change</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stay in women’s shelter avoided</td>
<td>$1,846</td>
<td>Nominal estimate due to lack of data, 2 weeks stay per year</td>
</tr>
<tr>
<td>Counseling services avoided</td>
<td>$1,791</td>
<td>1 per month, 10 months</td>
</tr>
<tr>
<td>Addictions treatment avoided</td>
<td>$6,856</td>
<td>1 per year</td>
</tr>
<tr>
<td>Incarceration for selling drugs, violence</td>
<td>$9,698</td>
<td>1 month incarceration</td>
</tr>
<tr>
<td>Youth court avoided</td>
<td>$1,373</td>
<td>1 per year</td>
</tr>
<tr>
<td>Income support avoided</td>
<td>$4,320</td>
<td>Single adult living with relatives, 1 year</td>
</tr>
<tr>
<td>Income support avoided</td>
<td>$13,462</td>
<td>Single adult with 1 child, 1 year</td>
</tr>
<tr>
<td>Subsidized housing avoided</td>
<td>$8,400</td>
<td>Subsidized housing for single adult with 1 child, 1 year</td>
</tr>
<tr>
<td>Adult court avoided</td>
<td>$2,059</td>
<td>Police investigation and police attendance at court</td>
</tr>
</tbody>
</table>

Looking Forward

The Youth Leadership and Resilience Program draws on the strengths and leaders of the Kainai community to help youth develop healthy norms and attitudes concerning drugs, alcohol, and violence. With increased protective factors, these youth are less at risk to the challenges that surround them. Individuals who can avoid these risks when young have a better chance to become community leaders themselves, leading to a virtuous cycle of health, happiness, and community engagement.
Social Return on Investment (SROI) Case Study: Safe Communities Innovation Fund
FAMILIES AND SCHOOLS TOGETHER (F&ST)

“I am so thankful my family could be part of this amazing, life changing experience. I will suggest this program to parents as a place to go, where there is no laundry, dishes or TV, just time to reflect on our week, ourselves, and most importantly, our children.”
— Program Participant

Program Background
In Calgary, high stress and social isolation of families with children is becoming more commonplace. Parents work all day and arrive home late and tired, which limits their opportunity for meaningful contact with their children, to get involved in their schooling, and know their neighbours. This reality can prevent strong and positive parent-child bonding, the absence of which is a major contributing factor of stress and social isolation.

Families and Schools Together (F&ST) is a proven prevention program that, over two years, strengthened the safety net for children through enhancing their relationships with their families, peers, teachers, school staff, and other members in their community.

F&ST focuses on:
- Encouragement of positive parenting
- Identification of caring support within the local community
- The importance of a caring and supportive school environment to children
- The need for consistency at school/home
- The development of positive social skills among children
- Promoting how families contribute to safer communities

By developing an awareness of the above, F&ST families increase their capacity to address issues as they arise within their family.

Each F&ST program starts with nine weekly sessions at the child’s school, with the parents organising monthly family outings for up to two years afterward.

Participant Outcomes
The demographics of F&ST participants have, over the past five years, consistently demonstrated the appeal of the program to diverse populations.

In 2012, 70 per cent of children came from two-parent families. An average of four people per family attended the program. More than 50 per cent of participants were immigrants and 13 per cent self-identified as Aboriginal. Just under half of the families reported a family income under $30,000 (42 per cent). Twenty-four per cent of the mothers and 33 per cent of the fathers attending the program had not completed high school.

From 2010-2013, 958 children attended the F&ST programs in Calgary-area schools along with their parents and extended family.

The experience of significant social isolation and poverty places every adult and child at risk of involvement with ongoing problems such as family substance abuse and crime, and their families will be stronger.

Theory of Change
If marginalized children and their families are disconnected from each other and their communities, and are able to bond through parent led activities, then the children are more likely to succeed in school, avoid substance abuse and crime, and their families will be stronger.
violence, substance abuse, and limited education, diminishing their hope for the future.

The F&ST project determined that the outcomes for participants included:

- Prevention of substance abuse by children and families
- Improved family functioning
- Increased children’s success at school
- Reduction of family stress and isolation
- Increased parental involvement in their child’s school and in their community

F&ST addresses the needs of children in kindergarten-grade four and their families, by building internal protective factors that will assist family members to identify warning signs of stress, isolation, and poor mental health.

Social Value Created

Of significant note, four to five years after involvement in F&ST, children of parents with a history of tobacco use, alcohol abuse, or involvement in drugs are significantly less likely to adopt these behaviours, despite their use and prevalence among adults in the home.

As family units are strengthened and social ties increased, their access of more intensive services such as Family Court, mental health services, and, in some cases, Child and Family Services, decreased.

Valuing Change: Social Return on Investment

The Social Return on Investment for children and families participating in F&ST is $4.82—considerable monetary savings for taxpayers and society overall.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>5.09 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>4.32 : 1</td>
</tr>
<tr>
<td>Year 3</td>
<td>5.04 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>4.82 : 1</td>
</tr>
</tbody>
</table>

The Value of Annual Investment

It has been determined that the value created by diverting families from more intensive services amount to $4,578,423 over five years of F&ST programming. The values are primarily attributed to the sectors of Child and Family Services, Mental Health Services, Justice, and Education. In addition to F&ST diverting families from accessing other services, F&ST employs past F&ST parents, thereby providing an economic return of $275,000 to the taxpayer base over five years.

The Table demonstrates a three-year breakdown of the savings for every dollar invested into the program.
Social Return on Investment (SROI) Case Study: Safe Communities Innovation Fund

PRESCHOOL FUNCTIONAL BEHAVIOUR ASSESSMENT

“Every collaboration allows for growth within an organization and family unit. Working together to identify and assess children, means growth for all.” – Program Manager

The Value of Annual Investment

The annual investment by the Safe Communities Innovation Fund (SCIF) in the Functional Behaviour Assessment (FBA) program has enabled CASA Child, Adolescent and Family Mental Health therapists to work with 21 Head Start sites across Edmonton.

When a teacher has a concern about a child’s behaviour and mental health status, he/she is connected with a CASA therapist. The therapist comes to the school to observe and meet the child and consult with his/her caregivers and the teacher to assess the child’s mental health challenges and plan for intervention.

The FBA process uses a bio-psychosocial approach to consider the factors promoting a child’s behaviour and the message that behaviour is communicating. The FBA’s findings helps therapists, teachers, and parents redesign the child’s environment to provide the child with more effective ways to communicate his/her needs. The FBA process also identifies children whose behaviours may have significant biological causes—such as children with Autism Spectrum Disorders or developmental delays—and allows for early referral to the appropriate services.

Overall, FBA-based interventions promote school readiness in preschool children, setting them on a positive academic, social, and emotional trajectory.

Stakeholder Profile

Children participating in the FBAs usually exhibit intense problem behaviours such as physical or verbal aggression, tantrums, hyperactivity or inattention, and sleep problems. Without intervention, these children’s highly disruptive behaviours make it extremely difficult for them to learn key academic skills or form positive peer relationships.

Caregivers raising children with intense problem behaviours often experience high levels of stress in their relationships with their child and with others. They may feel extremely frustrated, isolated, or hopeless. Families raising children with unresolved behavioural or mental health problems are at increased risk for domestic violence and family breakdown.

Head Start staff working with children with challenging behaviours find that these children can monopolize teaching resources. Teachers may be highly frustrated or stressed and experience burnout or reduced teaching efficacy.

Social Value Created

For children, early identification of and intervention with problem behaviours vastly reduces the chance that a child will develop mental health problems later in life.

Theory of Change

If preschoolers at high risk of developing criminal and delinquent behaviours receive individualized mental health treatment, and their families learn how to support the child’s positive behaviours, then they will be more likely to become contributing, law-abiding community members.
The FBA process helps children make the following changes: reduce the frequency and intensity of problem behaviours, improve social and emotional health, and improve academic achievement and school readiness. Functional behaviour in social and home environments promotes positive relationships among children, their parents, family members, and friends, which is critical for healthy development.

Childhood experiences are cumulative; supporting social, emotional, and academic success in preschool serves to improve all subsequent years of life which is also critical for healthy development.

For caregivers, learning to more effectively manage their child’s problem behaviours results in reducing caregiver stress in their relationship with their child, family, partner, and friends. Caregivers who are less stressed are less likely to suffer from personal mental health challenges or mistreat their children. When the child is able to behave appropriately in social settings, caregivers are less likely to miss work to pick up a child from school or child-care services, which is a benefit to the entire family. The FBA process helps parents to discover the causes and exacerbating factors in their child’s behaviour and to develop strategies to manage the child’s behaviour more effectively.

For Head Start staff, developing strategies to modify classroom environments and learning specialized teaching techniques to manage a child’s behaviours more effectively provides teachers/staff with greater opportunities for whole-class instruction and effective time management. A reduction in a child’s problem behaviour in a classroom setting also contributes to teacher/staff well-being and stress reduction, which prevents staff burnout and turnover, a major benefit to the entire program. The FBA process supports teachers in learning the causes underlying challenging behaviour and discovering strategies to more effectively manage problem behaviours in the classroom.

The FBA process allowed for early intervention in the mental health of more than 110 children. The changes these children made and experienced over the course of this project have set them on a substantially more positive trajectory for their childhood and adult life.

The social return on the changes made by caregivers and teachers is equally profound. Caregivers will be able to work more, have reduced mental health complications, and their more functional families will require fewer interventions from social services. Caregivers will be able to use the parenting strategies they have learned to help more effectively support all of their children. Head Start staff will be able to educate many more children if their resources are not exhausted by addressing the difficult behaviours of a few. Their increased knowledge of optimal learning environment design benefits all of their students, impacting the future of many citizens to be.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>4.34 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>5.17 : 1</td>
</tr>
<tr>
<td>Year 3</td>
<td>7.42 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>5.64 : 1</td>
</tr>
</tbody>
</table>

Looking Forward

Over the course of this project, the FBA process has been revised to address a larger number of interacting problem behaviours that arose in these children. CASA therapists developed a more detailed assessment strategy to consider each child’s strengths and challenges, home and school environments, and relationships with caregivers and other supportive adults, to plan maximally effective behavioural interventions and environmental supports. This expanded the FBA and allowed CASA to identify and refer complex children to the appropriate care providers such as specialty clinics, occupational injury services, and speech-language services.

CASA therapists have been empowered to analyze the effectiveness of their work, and ultimately develop a more valuable assessment and treatment system that will be integrated into Head Start practices as we serve new children and families in the future.
Social Return on Investment (SROI) Case Study: Safe Communities Innovation Fund

BAMBOO SHIELD

Program Background

Newcomer and Aboriginal youth frequently experience social isolation, discrimination, and poverty. The combination of challenges puts them at risk of being drawn into negative activity, including gang involvement, substance use, dropping out of school, and developing or exacerbating mental health problems.

Bamboo Shield fosters positive youth development and promotes essential life skills by enhancing their capacity to make healthy and respectful decisions about their life.

Bamboo Shield was implemented as a prevention project, to work with ‘at-risk’ and ‘high-risk’ immigrant, refugee, and Aboriginal youth and their families in three junior high schools in Edmonton.

Social Value Created

Bamboo Shield creates value by fostering positive youth development. In partnership with the three junior high schools, the project coordinators deliver an adaptation of the internationally acclaimed ‘Lions Quest: Skills for Adolescence’ program.

The curriculum was delivered to a consistent group of youth who met two to three times a week. Supported by mentors, the coordinators incorporated in-school and extracurricular cognitive, social, and physical activities, including monthly field trips. Coordinators additionally provide one-on-one support to families.

In summary, Bamboo Shield promotes essential life skills, and personal and social responsibility for youth. It also encourages parents as primary educators, and the involvement of other caring adults, to provide support through mentorship.

Participant Outcomes

Through an evaluation process, it was identified that students gained a positive experience with Bamboo Shield, and learned skills such as cooperation, self-awareness, communication, goal setting, and the value of service learning. Students also acquired more confidence in the school setting.

The opportunities to interact with mentors and guest speakers in school and on field trips meant students were able to apply new skills and knowledge, like demonstrating mutual respect, empathy, problem-solving, decision-making, and public speaking. They also applied these skills in the home, sharing messages about healthy living with their siblings.

Finally, Bamboo Shield strengthened linkages between schools, community agencies, and community members, providing a vehicle for information to be exchanged about supports for families between these sectors.

Theory of Change

If young people who live with violence, poverty, racism and limited support systems, have access to a tailored, comprehensive life skills program, as well as elders/mentors that foster cultural and community connections, then they will develop positive life skills and strengthen their personal assets.
Valuing Change: Social Return on Investment

Social Return on Investment (SROI) captures the economic value saved as a result of the investment of Bamboo Shield. Using this type of methodology, the most significant source of social value is from Bamboo Shield’s investment in youth to prevent high school drop-out, which of course correlates to other social costs.

SROI is not able to capture the full financial and social good/value gained from a program like Bamboo Shield, which supports the investment into the social development of youth. For example, our students learn about the value of community service and volunteer in their school community. This value is not able to be monetized in an SROI, and therefore the numbers below should be considered as a minimum ratio.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>0.84 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>2.51 : 1</td>
</tr>
<tr>
<td>Year 3</td>
<td>0.92 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>1.42 : 1</td>
</tr>
</tbody>
</table>

Value of Annual Investment

The Centre for Race and Culture also partners with several organizations (in-kind) and investors on the Bamboo Shield program. Over the four years of its operation, funders have included Citizenship and Immigration (CIC), National Crime Prevention Centre (NCPC), Alberta Human Rights, Education and Multiculturalism Fund (AHREMF), and the Safe Communities Innovation Fund (SCIF). A breakdown of their investment since 2009 is depicted below.

Looking Forward

Based on the outcome evaluation report (available by contacting Centre for Race and Culture), Bamboo Shield effectively mitigates risk factors for negative activity, including gang involvement, substance use, dropping out of school, and developing or exacerbating mental health problems among ‘at-risk’ and ‘high-risk’ refugee youth. The curriculum-based initiative can inform and affirm the work of schools and community-based organizations seeking to engage youth and families on an integrated, healthy and productive path.

The modified curriculum used for Bamboo Shield is being reproduced and disseminated, with plans to develop a train-the-trainer workshop so that other schools, community service agencies, and community groups can deliver this program.
Fast Facts

By the Numbers:
- Over 250 youth have benefitted from the Connections Program from 2011-2014
- Over three years, there have only been 35 cases (seven per cent) of recidivism
- Over three years, 155 community referrals were made to other support agencies to develop and implement a comprehensive, multi-disciplinary support plan.
- 70 per cent of students who had multiple office visits no longer required disciplinary interventions subsequent to being involved in the Connections Program.

Social Return on Investment:
- For every dollar invested in the Connections Program, there is a return of $4.71 in social value created by the program.

Social Return on Investment (SROI) Case Study:

Recipient of Safe Communities Innovation Fund, Alberta Justice and Solicitor General

CONNECTIONS PROGRAM

“The in-school suspension process holds students accountable for their actions, and it is nice for parents to know our children will be supported if they make a mistake, not just sent home, only to return with nothing changing at school except for the date.” – Parent

Program Background

The Connections Program provides targeted support services and interventions to students in grades 7-12 identified as at risk of:

- Becoming involved with (or already involved in) the school discipline cycle and/or the criminal justice cycle
- Non-completion at school
- Poor connection to school and peers

Students in the Connections Program may have a variety of risk factors, including behavioural and mental health issues, academic failure, alcohol and substance use, criminal activity, and a lack of healthy relationships with friends and family.

The program connects students to a variety of services they might not otherwise access, including counseling, employment, positive recreational activity, and housing. The program also provides an opportunity for collaborative problem solving and planning with parents and other stakeholders.

Students report a significant increase in their feeling of connectedness to the school, a positive peer group, and to the community, and feel better equipped to deal with stress and crisis both in and outside of school.

Program Goals

Early identification, assessment, and intervention by the Connections Worker and the local school team reduce the escalation of problematic behaviours, thereby improving student functioning in the school and the community.

Students who engage in behaviours that warrant intensive disciplinary action are referred for a therapeutic in-school suspension, which provides a number of benefits:

- Maintaining and increasing connection to school
- Academic accountability and support
- Relationship building with a healthy adult mentor
- Opportunities for counseling to address the issue that led to the suspension
- The utilization of restorative practices
- Reduction in office referrals post program involvement

Social Value Created

Success was noted over the course of three years, both through quantitative and qualitative evidence.

The Connections Program’s positive outcomes include an increase in transformation of school culture and behaviour, collaborative team problem solving including parent and student participation, and an increase in access to resources.

Theory of Change

If youth aged 12–18 years old, engage in behaviour that puts them at risk of out-of-school suspension or expulsion are provided with positive adult mentorship and opportunities to engage in targeted interventions, then they will develop coping skills that will enhance school success and reduce the likelihood of involvement in criminal activity.
to positive community supports. Student successes include taking ownership of the identified behaviour, increased social competence, enhanced academic success, increased awareness of how behaviour can affect others, and improved connectedness to the school, community, positive leisure activities, and adult mentors.

Without the Connections Program, disconnected and vulnerable youth are more likely to be at risk of experiencing or engaging in the following:

- Delinquent behaviour resulting in involvement with the law (i.e. police investigation, criminal charges, incarceration, probation)
- Addiction issues (alcohol and drugs)
- Mental health issues (anxiety, depression, behavioural issues)
- Increased family conflict (homelessness, domestic violence, involvement with Child and Family Services)
- Unemployment or underemployment
- Academic failure (lack of positive school connection)
- Increased out-of-school suspensions and/or expulsions (directly linked with increase in daytime crime rates)
- Dropping out of school
- Poor coping skills resulting in poor social relationships, anger problems, lack of problem solving skills and internal regulation
- Disconnection from community (increased occurrences of graffiti, theft, property damage, and underutilizing community supports)

**Participant Outcomes**

<table>
<thead>
<tr>
<th>Improved attendance</th>
<th>Decrease in negative behaviour</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved coping skills</td>
<td>Increased high school completion</td>
</tr>
<tr>
<td>Increased awareness of community support services</td>
<td>Reduced likelihood of involvement in criminal activity</td>
</tr>
<tr>
<td>Enhanced connection to school and community</td>
<td>Involvement in healthy recreational activities</td>
</tr>
<tr>
<td>Increased involvement in the school and community through volunteerism</td>
<td>Opportunities for successful self-advocacy and self-awareness</td>
</tr>
</tbody>
</table>

**Valuing Change: Social Return on Investment**

The Connection Program's primary objective is to intervene with identified at-risk youth in order to avoid, save, or reallocate current and future costs to society. Change is monetized through social cost savings, cost reallocation, and cost avoidance in the following areas:

- School Administration
- Dropping out of school
- Truancy
- Police investigation
- Police call-out
- Police attendance at court
- Youth Court
- Legal-aid time
- Probation and parole
- Incarceration
- Treatment facility stay
- Homelessness

The chart below indicates that for every dollar invested in the Connections Program, there is a return of between $4.53 and $4.88 of social value created by the program.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>4.53 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>4.73 : 1</td>
</tr>
<tr>
<td>Year 3</td>
<td>4.88 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>4.71 : 1</td>
</tr>
</tbody>
</table>

Of note, this ratio represents a minimum value as the most conservative estimates were taken wherever estimations were made throughout the analysis. While the Social Return on Investment (SROI) ratio demonstrates that real value is created for the program, other elements of value cannot be adequately represented in financial terms. The social, emotional, and academic success experienced by the students who participated in the program is difficult to quantify, and therefore the real value created by the Connections Program cannot be fully estimated.

**Looking Forward**

The Connections Program will continue to run in our three pilot schools in Okotoks and will be funded jointly by the school division and each of the schools involved in the program. We will also continue to access community grants to supplement program costs, and provide key aspects of the program to our schools that do not have a Connections Program.
Social Return on Investment (SROI) Case Study:
Safe Communities Innovation Fund
SHELDON KENNEDY CHILD ADVOCACY CENTRE (CAC)

“After you learn your child has been abused, there is a sense that you are free-falling. Your whole life is so affected. Coming into the Centre, it was like you guys caught us, and helped us, and carried us until we were about to stand on our own again –and see brighter days for our child and ourselves.” – Program Parent

Program Background

The Sheldon Kennedy Child Advocacy Centre (CAC), working with founding partners—Calgary Police Service (CPS), Calgary and Area Child and Family Services (CFS), Justice Calgary Crown Prosecutors’ Office, and recently joined RCMP and Alberta Education—has set its sights on becoming a Centre of Excellence specializing in leading practices, training, community awareness, education, and research focused on child abuse.

The CAC is a collaborative and innovative practice model that is transforming how the current system responds to abused children and their families in Calgary and surrounding communities.

Strategic Directions

The CAC, with its partner organizations, has identified five strategic directions that the Centre will move forward with over the next few years. They include the following:

- Help more than 1,145 children and youth (approximately 95 children and youth every month)
- Enhance support through resources, caring, and connections for those impacted by abuse
- Raise public awareness of child abuse, putting the spotlight on communities’ shared ownership of the issue
- Lead local, provincial, and national conversations about child abuse with government decision makers, youth professionals, and the wider community, building relationships that empower the collective efforts of people to create change

Social Value Created

According to the most recent Alberta Incidence Study of reported Child Abuse and Neglect (2013), there were an estimated 27,147 investigations of child maltreatment conducted by Child and Family Services, representing a rate of 35.02 investigations per 1,000

Contact Details:
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Bonnie Johnston
Phone: 403-428-5410
Email: bjohnston@sheldonkennedycac.ca

Recipient of Safe Communities Innovation Fund, Alberta Justice and Solicitor General
children. This does not include reports that were only investigated by the police or cases that were never reported. If left unresolved, the impacts of child sexual and physical abuse have immense impacts on those who experience the trauma, their families, and on the community.

Children who experience maltreatment are:

• Four times more likely to be arrested during adolescence (English & Widom, 2003)
• Significantly more likely to be involved in an early unplanned pregnancy (Irish, Kobayashi & Delahanty, 2009)
• More than four times more likely to report self-harm and suicidal ideation (Irish, Kobayashi & Delahanty, 2009)
• One and a half times more likely to use illicit drugs (Widom, Marmorstein & White, 2006)
• Three to five times more likely to be re-victimized sexually or physically during adolescence (Barnes, Noll, Punam & Trickett, 2009)
• More likely to earn lower grades and drop out of high school (Alberta Education, Summary CYIC Report, 2010)

Project Outcomes
Outcomes expected to be achieved through this innovative, collaborative model include:

• A reduced number of interviews children are required to provide to CPS, CFS, Alberta Health Services, and the Crown
• Improved timeliness in the coordinated assessment and investigation of child abuse cases
• Increased access to support and therapeutic resources for the child and their family
• Improved collaboration and working relationships among the CAC partners
• Increased profile of child abuse in the community

SROI Ratio and Conclusions
The Sheldon Kennedy Child Advocacy Centre brings a number of services together, creating a more integrated, efficient, and effective model to address child abuse and to support families.

Calculating the value created through shifting the way services are provided and developing a new delivery paradigm is based on actual numbers of children and youth served through the CAC over its first year of operations and projected to one year. Anticipated outcomes based on the results of similar programs (child advocacy centres in the United States) as well as relevant research, was also used to estimate the impact of the centre.

It is expected that the SROI ratio will both increase and become more accurate as the CAC develops an evaluation framework and key performance indicators. At this time, the total present value is estimated to be $24,629,543. With a total investment in the program of $10,700,000 (which includes salaries and operational costs of all partners including the CAC as a non-profit entity) over a period of one year, the final SROI ratio was calculated to be 2.31: 1. This indicates that for every dollar invested in the Sheldon Kennedy Child Advocacy Centre there is an anticipated return of $2.31 in social value created by the program.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>2.31 : 1</td>
</tr>
</tbody>
</table>

Of note is that this ratio represents a minimum value as the most conservative estimates were taken wherever estimations were made throughout the analysis. This analysis was set up as a forecast and as such will be verified with actual program data in future years.

Outcomes identified included those that impact the children and youth who have been physically and sexually abused, their families, and the public sector, including the provincial and federal governments.

Looking Forward
KPMG has generously offered resources to assist in developing a performance measurement framework and corresponding indicators to measure the operational strategies within the strategic directions. This will contribute to the ability to understand and continually learn from the outcomes of the CAC, and the collective impact of its partners.
Social Return on Investment (SROI) Case Study:
Safe Communities Innovation Fund
MULTI-AGENCY SCHOOL SUPPORT TEAM (MASST)

“Thank you again for this soccer thing and your involvement with ‘R’. He’s taken a shine to both of you and enjoys his time with you. In fact, he asked me if he could go live with the two of you. I explained why he couldn’t, the least of which was that Dad and I kinda really wanted to keep him all to ourselves...but the request made me smile and be thankful that he’s bonded that well with you. That is making for a BIG comfort/confidence level, trust level and further development difference for him.” - Program Parent

Program Background

The Multi-Agency School Support Team (MASST) is an early intervention initiative that supports children (5-12 years old) who are exhibiting behaviour that puts them at risk for increased or ongoing criminal involvement, or increased risk for victimization.

MASST works to address identified risks and provides access to social services for the child and family. This process is enhanced by a number of partnerships which have been created to address the needs of the participants.

Social Value Created

Clients are referred to the MASST program through their respective school boards. MASST provides individual assessment of the needs of the child and their family, and in consultation with the family, the respective school, and the stakeholders, agrees on a suitable approach to address the identified needs and risks. The individualized approach allows for targeted interventions relevant to the needs of the child, and the inclusion of the wider family enhances the likelihood that desired changes will be achieved and maintained.

The program’s current model emphasizes:

- A collaborative framework which supports partnership among police, schools, and social agencies
- Coordinated and managed support for children who are exhibiting high-risk negative social behaviours (in conjunction with their families), based on an assessment of their needs, using an individualized case management approach
- Increased understanding among participants about the problem behaviour and likely criminal trajectory
- Increased awareness of and access to relevant social support services for families

In the absence of a program like MASST, many of these children would continue to develop risky behaviours with the propensity for involvement in more serious offences in the future. They may continue to experience difficulties in school, including increasingly disruptive behaviour, poor school performance, increased incidents of being bullied or negatively targeted by peers, and, in some cases, increasing absence from school.

Similarly, without MASST, families would likely continue to experience significant levels of stress and frustration with the child and the education system. Some families would have limited knowledge of available resources. And in some cases,

Theory of Change

If children identified as being at risk of offending behaviour or victimization, receive early and individualized assessment and access to social support services, then there will be an increased likelihood that the overall ability of these children to manage risks and to create and maintain positive lifestyles will improve.
families may routinely have negative interactions with
the police, child welfare, and health services.

### Participant Outcomes

<table>
<thead>
<tr>
<th>Reduced missed days at school</th>
<th>Reduced parent absenteeism at work</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased access for parental counseling support</td>
<td>Increased participation in extra-curricular activities</td>
</tr>
<tr>
<td>Increased access to discounted recreational activities</td>
<td>Increased use of social supports for families</td>
</tr>
<tr>
<td>Reduced instances of run-aways requiring police intervention</td>
<td>Reduced involvement of child welfare</td>
</tr>
</tbody>
</table>

### Valuing Change: Social Return on Investment

The MASST program’s primary objective is to intervene and provide positive social supports for at-risk youth. Change can be monetized through social cost savings, cost reallocations, and cost avoidance in the following areas:

<table>
<thead>
<tr>
<th>Police costs</th>
<th>• Reduced responding costs</th>
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</thead>
</table>
| School Administration costs | • Reduced absence costs  
• Reduced costs for remedial supports  
• Reduced costs for behavioural interventions |
| Child welfare/Social Worker costs | • Reduced use of child welfare  
• Reduced use of social services for intervention |

### The Value of Annual Investment

The total present value of investing in the MASST program was calculated to be $3,342,244, with a total annual investment of $1,470,000. This means that there was an average return of two dollars and twenty-eight cents ($2.28) for every dollar invested in the program after three years.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>2.39 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>2.51 : 1</td>
</tr>
<tr>
<td>Year 3</td>
<td>1.93 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>2.28 : 1</td>
</tr>
</tbody>
</table>

This return will continue to grow with the increase in the number of participants and continued implementation of this initiative.

The SROI analysis provided insight into key project gains, inclusive of:
- Confirmation of the appropriateness of the children being referred to the program:
  - The child, family and school risk factors initially identified are being observed in the children referred
- Significant gains over a short period:
  - Positive change is reported in the identified risk factors
- Increasing stakeholder support:
  - Most parents welcome support and believe that MASST assists their family
- Usefulness of services:
  - Children and parents identify the value of referrals to community resources, such as counseling, recreation, and educational support
Social Return on Investment (SROI) Case Study: Safe Communities Innovation Fund
SCHOOLS AS COMMUNITY HUBS (SACH)

“*The families see this free after-school care, taking care of their kids, allowing them to work later, and the kids love it... the impact for them is significant.*”
– Program Staff

Program Background

The REACH Schools as Community Hubs (SACH) pilot project was a crime prevention program working to build a safe community for children, youth, and their families in Edmonton. The intention of this project was to reduce risk factors and strengthen protective factors of vulnerable families while building a sense of community in the process.

Overall, the aims of the project were to:

• Build a coordinated partnership and strategy that positions schools as key access points for high-needs families, children, and youth, and results in changing delivery systems and processes
• Connect with families, youth, and children in targeted neighbourhoods to offer a multifaceted hub of programs, including connections to services and support, recourse and mentoring, critical-hour activities, and capacity building

Social Value Created

SACH creates beneficial outcomes for children and families who participate as families get child care support and a greater connection to the community. Partners benefit as well since these programs improve the trust participants have in their institution, and improves their relationships and ability to help people in their program. These outcomes are socially valuable to vulnerable families in Edmonton and to the greater community as well.

Through SACH, children have a safe and beneficial after-school activity. This helps at-risk children and youth decrease the high school dropout rate, and allows parents to increase working hours to improve household income.

Community and government benefits include a reduced amount of shop lifting, vandalism, visits to shelters, and police and justice-related costs.

Participant Outcomes

Participants are able to improve their self-esteem and connection to the community, and experience better family relations.

Overall, the project increased all protective factors for program participants. About half of the parents were able to take on more hours at work as a result of having their children attend SACH programs. Similarly, half of the adult participants were able to get a part-time job.

Case Study: Helping a Student

Being new to Canada was hard for M who did not understand the language very well, nor did she understand the new curriculum she had to learn. She did not want to ask the teachers for help, and with no friends and nothing

Theory of Change

If at-risk children, youth and families are connected to services, programs and opportunities through Schools as Community Hubs they will become more actively involved as leaders in their communities or cultural groups. They will experience greater success and an enhanced sense of belonging. They will have a strong sense of identity and they will be less likely to be involved in the justice system.
better to do, she decided to take part in an after-school program. Mentors helped M with her school work, and she was able to pass her courses, feel confident going to class and continuing on to high school, instead of dropping out.

Case Study: Providing Childcare

When C’s husband left her and her children, she was left with a choice; either she lets her seven-year-old boys start walking home and spend a few hours alone, or she quits her full-time job and gets a part-time job to make up for childcare costs. With SACH at the children’s school, her boys could spend time in a safe and fun environment while C could work without worrying about her children’s safety.

Valuing Change: Social Return on Investment

The project was evaluated using the Social Return on Investment (SROI) framework to capture the value of the outcomes produced by the investment in SACH. Financial proxies were used to give outcomes a financial value to represent the social value associated with the change resulting from the program. Three target groups were used in the analysis: children under 13, youth (14-17), and adults (17+). The proxies are included in Table 1 in an abbreviated form. To be as representative as possible, the analysis takes into account the positive value created from these programs but also the additional resources that are used. Overall a 15 per cent discount was also applied because much of the data was collected via interviews with frontline workers rather than participant surveys.

The Value of Annual Investment

The Social Return on Investment (SROI) ratio indicates that the social value for every dollar invested in SACH is $5.00. This is the result of three years of value creation, with year 1 seeing $5.76 in social value created, year 2 seeing $5.93 and Year 3 seeing $3.31.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>5.76 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>5.93 : 1</td>
</tr>
<tr>
<td>Year 3</td>
<td>3.31 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>5.00 : 1</td>
</tr>
</tbody>
</table>

The analysis over the three-year funding period shows the greatest return is largely attributable to the avoided cost of high school dropouts and the increased parental guidance and household income.

Table 1: Financial Proxies included

<table>
<thead>
<tr>
<th>All</th>
<th>EPS Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency room costs</td>
<td>Interactions with Child Services/welfare</td>
</tr>
<tr>
<td>Shelter visits</td>
<td></td>
</tr>
<tr>
<td>Children (0-13)</td>
<td>Avoided costs of vandalism</td>
</tr>
<tr>
<td>Avoided costs of shoplifting</td>
<td></td>
</tr>
<tr>
<td>Youth (13-17)</td>
<td>Avoided costs of high school dropout</td>
</tr>
<tr>
<td>(EPS court cost + legal aid)</td>
<td></td>
</tr>
<tr>
<td>Justice costs</td>
<td></td>
</tr>
<tr>
<td>Justice costs (detention)</td>
<td></td>
</tr>
<tr>
<td>Avoided costs of vandalism</td>
<td></td>
</tr>
<tr>
<td>Avoided costs of shoplifting</td>
<td></td>
</tr>
<tr>
<td>Adults (+17)</td>
<td>Increase in household income</td>
</tr>
<tr>
<td>(EPS court costs + legal aid)</td>
<td></td>
</tr>
<tr>
<td>Justice costs</td>
<td></td>
</tr>
<tr>
<td>Justice costs (23.5% who are incarcerated)</td>
<td></td>
</tr>
<tr>
<td>(EPS court costs + legal aid)</td>
<td></td>
</tr>
<tr>
<td>Probation officer costs</td>
<td></td>
</tr>
</tbody>
</table>

Looking Forward

The SACH pilot project produced many positive results over the three–year project period. Many lessons were learned and best practices were created for operating community hubs. If an opportunity to form a similar collaborative arises again, chances of future success will be greater.
Social Return on Investment (SROI) Case Study: 
Safe Communities Innovation Fund
REACH ABORIGINAL LEADERSHIP CIRCLE (RALC)

“The work we have been doing has empowered the community to become aware of who they are...and to help them make better decisions.” – Program Staff

Program Background
The REACH Aboriginal Leadership Circle (RALC) pilot project is a crime prevention program working to build a safe community for Aboriginal youth and families in Edmonton.

Overall, the aims of the programs were to:

• Create a stronger sense of community, individual voice, and empowerment
• Provide opportunities to connect with others from similar backgrounds and who face similar challenges
• Provide the opportunity to engage and interact with Aboriginal elders and artisans in a safe and non-judgemental atmosphere to promote a healthy, active lifestyle
• Generate a sense of cultural pride and feelings of community belonging
• Increase engagement for Aboriginal groups in community activities
• Build leadership capacity, relationships, and community influence

Social Value Created
RALC creates significant beneficial outcomes for Aboriginal youth and families and the greater community as the rate of high school drop-outs decrease, and they increase their incomes by improving their involvement in their community. These outcomes are socially valuable to the Aboriginal youth and families, their local community, as well as the greater community.

Social value can be described as a preventative measure against crime and justice system costs. In addition, value is created in the community by increasing the amount of students staying in school as well as transitioning participants into the job market.

Case Study: A Child’s Identity
Seven year-old L was shy and unfamiliar with aspects of her cultural history, such as how to dance in the pow-wow. After attending a Culture and Recreation program, she learned about her culture and how to dance. Now she has a sense of identity and is very proud of herself and her culture.

Participant Outcomes
Ninety-six per cent of participants reported feeling more satisfied with themselves because of the program, and several respondents reported engaging in “a lot less” risky behaviours such as being part of a gang, skipping school, or using alcohol or recreational drugs.

In addition, participants reported becoming more involved in their community and improving their connections. For instance 10 women

Theory of Change
If Aboriginal youth and young adults, who are disconnected from their culture and community, have the opportunity to deepen their cultural connection through multi-generational community-oriented activities, then they will be more likely to work toward a positive future for themselves. And if Aboriginal peoples have the skills and supports that allow them to participate in initiatives, committees and boards, then they will be empowered to bring Aboriginal issues and solutions to the wider community.

Fast Facts
By the Numbers:
• The project engaged a total of 5,693 individuals
• 96 per cent feel more satisfied with self because of the program
• 71 per cent reported skipping school “a lot less”: total cost avoided equals $980,215
• Reduction in vandalism and shoplifting: total cost avoided equals $15,682
• 75 per cent reported getting involved with police “a lot less”
• Total increase in income reported equals $591,302

Contact Details:
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Phone: 780-498-1231
Email: helen.rusich@reachedmonton.ca

Recipient of Safe Communities Innovation Fund, Alberta Justice and Solicitor General
who participated in the Leadership Development program reported volunteering more in their community, and 89 per cent of all participants “knew someone other than family who can help [them] if [they] need it.”

**Case study: Turning 180°**

Sixteen-year-old K did not have your typical high school experience. She constantly skipped school, smoked regularly, and shoplifted with her friends. It was just a matter of time until she dropped out of high school completely and engaged in a cycle of crime.

With participation in RALC, however, she decided to seek out better friends, and engage in activities that improved her self-esteem. Her community’s participation in RALC helped her as they offered a supportive environment by providing a more positive view towards the Aboriginal community as a whole and by producing better role-models. Now, K is working towards her high school diploma so she can attend college to become a positive role model for others.

**Valuing Change: Social Return on Investment**

The project was evaluated using the Social Return on Investment (SROI) framework to capture the value of the outcomes produced by the investment in RALC. Financial Proxies were used to give outcomes a financial value to represent the social value associated with the change resulting from the program. Three target groups were used in the analysis: Youth 13-17, Youth 14+, and Adults.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>0.89 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>1.71 : 1</td>
</tr>
<tr>
<td>Year 3</td>
<td>2.50 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>1.70 : 1</td>
</tr>
</tbody>
</table>

**The Value of Annual Investment**

The SROI ratio indicates that in the course of three years, the overall social value for every dollar invested in RALC is $1.70. This is the result of three years of value creation with year 1 seeing $0.89 in social value created, year 2 seeing $1.71, and year 3 seeing $2.50. The analysis demonstrates an increase in SROI with each year of the project and is a direct result of growing participation in the programs, suggesting that for each year the program continues, there would be an expectation of increasing SROI.

**Looking Forward**

The RALC pilot project produced many positive results and many lessons were learned. If an opportunity to form a similar collaborative arises again, chances of future success will be greater, especially as the SROI has a higher chance of increasing each year.
Social Return on Investment (SROI) Case Study:
Safe Communities Innovation Fund
REACH IMMIGRANT AND REFUGEE INITIATIVE (RIRI)

“The family violence program helps. It gives us the tools to go out into our communities and offer an alternative to fighting.” – Program Participant

Program Background

The REACH Immigrant and Refugee Initiative (RIRI) pilot project is a crime prevention program working to build a safe community for immigrant and refugee families in Edmonton.

Overall the aims of the project were to:
- Better understand the context of family violence within these communities.
- Identify potential solutions within this cultural context.
- Create a stronger sense of community, individual voice, and empowerment.
- Improve awareness and understanding of family violence.
- Increase awareness of family violence support services available.
- Decrease apprehension of children by Child Services.

Social Value Created

RIRI creates beneficial outcomes for immigrant and refugee families, as they get support and resources to reduce family violence. Partners benefit as well since these programs increase their understanding and their ability to help in these situations. These outcomes are socially valuable to the refugee and immigrant communities and to the greater community.

Social value is created for government systems primarily through avoided justice system costs and police call outs. In addition, value is created within the community by increasing the employability and income of participants.

To participants, there is a significant personal and social value in experiencing less family violence, improving their self-esteem, and connection to the community, as well as experiencing academic success and better employability.

Participant Outcomes

The project raised awareness of family violence among immigrant and refugee communities, including how it is defined and how it can be handled in Canada.

Perhaps most importantly, these communities learned there are other, better alternatives to calling the police. The development of employability and social networks within the targeted communities also helped create an additional layer of self-support that reduced the reliance on social services. Possibly the most significant outcome of the RIRI project is that partners are now poised to deliver the type of support that immigrant and refugees need in order to develop healthy families.

Case Study: Potential for Violence

Coming from Africa, where things were very different, a lot of stress was put on a Sudanese family. The husband was used to bringing home the salary and having control of the family, while the wife

Theory of Change

If immigrants and refugees at risk of or experiencing family violence have a culturally sensitive resource to provide them with information, connect their families to services, and receive support, then they are more likely to successfully address and eliminate family violence from their lives.
looked after the home. As the conflicts were escalating, due to new societal values, underemployment, poor communication skills, and social isolation, it became apparent that physical abuse might begin.

With the RIRI project, however, the family received help before things had escalated so badly that police were called and their family broken-up. The initiative by REACH had made the subject of family violence less of a shameful secret and had helped community leaders become more equipped to deal with problems such as these.

The Value of Annual Investment

The Social Return on Investment (SROI) ratio indicates that the social value for every dollar invested in RIRI is $1.40. This is the result of three years of value creation with year 1 seeing $2.74 in social value created, and year 2 and 3 seeing $0.74.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
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</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>2.74 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>0.74 : 1</td>
</tr>
<tr>
<td>Year 3</td>
<td>0.74 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>1.40 : 1</td>
</tr>
</tbody>
</table>

The drop in SROI after the first year is due to many of the participants from year 1 continuing into year 2 and 3, and cannot be recounted. The program creates social value as individual participants and their families, along with the community as a whole grows stronger.

Valuing Change: Social Return on Investment

The project was evaluated using the SROI framework to capture the value of the outcomes produced by the investment in RIRI. Financial proxies were used to give outcomes a financial value to represent the social value associated with the change resulting from the program.

Four target groups were used in the analysis: Children under the age of 13 years old, young adults aged 18-24 years old, men and women. The proxies are included in Table 1 in an abbreviated form as many proxies are similar in nature. To be as representative as possible, the analysis takes into account the positive value created by using these programs but also the additional resources that are used. Overall, a 15 per cent discount was also applied because much of the data was collected via interviews with frontline workers rather than participant surveys.

<table>
<thead>
<tr>
<th>Table 1: Financial Proxies Included</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Type</strong></td>
</tr>
<tr>
<td>Young Adults (18-24)</td>
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<tr>
<td>Children &lt;13</td>
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</table>

Looking Forward

The RIRI pilot project produced many positive results over the three-year project period and many lessons were learned as well. If an opportunity to form a similar collaborative arises again, chances of future success will be greater.
Social Return on Investment (SROI) Case Study: Safe Communities Innovation Fund

S.810 OFFENDER MANAGEMENT PROGRAM

“It is essential that the Edmonton Police Service continue to work in conjunction with the John Howard Society in supervising these high-risk violent and sexual offenders. Without this partnership, the level of risk to the community greatly increases.” – Program Partner

The Value of Annual Investment

The S.810 Offender Management Program (OMP) provides violent and/or sexual offenders who have served their full statutory sentences a safe residential transition, where they can address the criminogenic factors that place themselves at risk for reoffending. OMP identifies and addresses the barriers that hold these offenders back from successful reintegration into the community.

Program participants engage in activities such as addictions counselling/treatment, psychiatric assessment, employment search, income supports, and medical assessments/treatment. The proper supervision and assessments of the participants through these activities has resulted in reduced risk of reoffending.

The opportunities for holistic supports have given program participants a reasonable chance to reintegrate into the community safely, for themselves and for others.

Social Value Created

S.810 OMP participants have stabilized their life situations. During a transitional period, which would have otherwise been uncertain and perilous, these offenders experienced greater professional and personal supports that have reduced their social isolation and decreased the influence of negative associates. In addition, their mental health and addictions issues were stabilized and reduced. This results in significant cost reallocations for taxpayers through Alberta Health Services.

The ultimate goal is to prevent offenders from reoffending. In doing so, there is social value created for Alberta Justice and Solicitor General since investigations, prosecutions, and incarcerations costs are avoided.

More significantly, preventing offenders from reoffending has incredible social value for the individual that is not victimized. The costs associated with victimization can be enormous and the emotional/psychological impacts are long-lasting.

Participant Outcomes

• Have basic needs (shelter) met
• Increase positive community connections and decrease isolation
• Address addiction issues
• Address mental health issues
• Increase personal income
• Reduce reoffending (violent or sexual crime)

Valuing Change: Social Return on Investment

The S.810 Offender Management Program has supported 26 individual...
offenders, with a combined total of 34 intakes into the program. Twenty of these intakes have resulted in a stabilized situation whereby the participant was approved to leave the program. Twelve intakes resulted in the offender leaving the program for ‘breaching release conditions’ or being ‘unlawfully at large’. Offenders, under these circumstances, are likely to return to custody. Two intakes were still in the program at the completion of year three (March 31, 2014) of the program.

The Social Return on Investment (SROI) framework illustrates the social value generated by each annual cohort of participants. Although each participant is unique in their personal needs and barriers, their challenges to successful reintegration is characterized by the following:

- Significant behavioural concerns stemming from mental health issues, addictions, and/or organic brain disorders
- Financial insecurity due to lack of employment or physical/mental disabilities
- Potential for homelessness
- Poor interpersonal relationship skills leading to high incidence of family violence

The Value of Annual Investment

Although the duration of each intake varies, an average cost per intake was determined over the three years. It has been determined that with an investment of $509,420 over three years, $1,092,833 in social value was created over the duration of the program, and forecasted four years following.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>2.39 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>2.87 : 1</td>
</tr>
<tr>
<td>Year 3</td>
<td>1.56 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>2.26 : 1</td>
</tr>
</tbody>
</table>

Looking Forward

The partnership between Edmonton Police Service and Edmonton John Howard Society has successfully implemented a holistic approach to the reintegration of S.810 offenders back into community. Over three years, the program supported 26 unique clients.
Social Return on Investment (SROI) Case Study: Safe Communities Innovation Fund
NIGHT SAFETY CENTRE

“As part of my healing process, I went back to visit the place where I used to be involved in exploitation, and dealt with it. I found empowerment in realizing I am not a victim anymore.” – Program Participant

The Value of Annual Investment
The Night Safety Centre Partnership provides individuals who are involved in sexual exploitation temporary safety from violence, respite from the street, basic needs, supportive listening/counselling, and referrals. This allows clients to build a positive relationship with the Partnership staff, which is crucial to the transition out of sexual exploitation and increases reporting assault and victimization to police. Clients of the Partnership have increased their personal safety, reduced their isolation, and gained positive supports. The protective factors will position them to improve their situation and change their lifestyle positively.

Social Value Created
Each act of victimization deepens the trauma experienced by those who are sexually exploited and further entrenches them in their current lifestyle and cycle of poverty.

Providing the opportunity for needle exchange and access to condoms prevents future costs to the health care system as well as emotional stress for the individual.

The activities of the Night Safety Centre Partnership support sexually exploited individuals to reduce the level of risk in which they place themselves. As a result, individuals are less likely to be victimized and/or re-victimized. Furthermore, the Partnership’s clients protect themselves from other risks, such as infectious diseases resulting from drug use or unprotected sex.

Participant Outcomes
The Night Safety Centre Partnership assists vulnerable participants to:

- Reduce exposure to the elements
- Reduce sense of isolation
- Prevent the transmission of sexually transmitted infections
- Reduce incidents of relapse (addictions and sexual exploitation)
- Reduce entry to the sex trade

Valuing Change: Social Return on Investment
Although the initial intent of the project was to support sexually exploited women after an act of violence and assist police in reporting the event, it became apparent that the clients wanted more basic services and support, such as food or warmth. The Night Safety Centre and its partnership group utilized these opportunities to build a connection with clients and offer other supports in addition to these basic services.

Theory of Change
If individuals who are being exploited in the sex trade or are victims of assault are provided with support services during night hours, then they will have the opportunity to protect themselves from further instances of violence, and will have options to end their involvement in prostitution, addictions, homelessness, and the criminal justice system.
Social Return on Investment (SROI) Case Study:
Safe Communities Innovation Fund

Recipient of Safe Communities Innovation Fund, Alberta Justice and Solicitor General

Over the course of three years, 2,810 contacts were made with sexually exploited individuals. The Night Safety Centre Partnership was available to intervene in situations that may have escalated with fatal results. The following is a breakdown of the cost per contact.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>Number of Contacts</th>
<th>Annual Investment</th>
<th>Investment per Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>18</td>
<td>$165,594</td>
<td>$9,200</td>
</tr>
<tr>
<td>Year 2</td>
<td>143</td>
<td>$256,341</td>
<td>$1,793</td>
</tr>
<tr>
<td>Year 3</td>
<td>2,649</td>
<td>$135,341</td>
<td>$51</td>
</tr>
<tr>
<td>Total</td>
<td>2,810</td>
<td>$557,324</td>
<td>$198</td>
</tr>
</tbody>
</table>

The above chart illustrates the social value generated by each annual cohort of participants. Although the investment per client is quiet high in the first year, the Social Return on Investment ratio (below) indicates a positive social return. In year 2, the social return increased by 64.1 per cent. This is mainly a result of being in contact with more clients.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>1.05 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>1.79 : 1</td>
</tr>
<tr>
<td>Year 3</td>
<td>2.51 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>1.78 : 1</td>
</tr>
</tbody>
</table>

The Value of Annual Investment

It has been determined that with an investment of $557,324 over three years, nearly $1.24 million in social value was created over the three years of the program and forecasted four years following.

Preventing 29 incidents of sexually exploited individuals from being victimized (assaulted), created $208,136 of social value. This accounts for 16.8 per cent of the total social value created. The majority (55 per cent / $681,344) of social value, however, is created by maintaining the safety of individuals and by supporting and encouraging their contribution to society over the course of their lifetime.

Looking Forward

The Night Safety Centre and its partners envision a variety of services that serve the needs of individuals who are sexually exploited. Services spanning the spectrum of support (i.e. basic needs, harm reduction, exiting the sex trade, and recovery) are required for our community to see a reduction in sexual exploitation.

The partnerships that resulted from this initiative serve to strengthen and build an integrated service response to the rise in sexual exploitation and human trafficking. The extent of the dehumanizing exploitation and trafficking of people has yet to be fully understood. Technology and the stigma associated with prostitution have created an underground industry that keeps the vulnerable hidden. The Night Safety Centre Partnership hopes to shed light on these issues and support those in need of help.
Social Return on Investment (SROI) Case Study:
Safe Communities Innovation Fund
YOUTH INTERVENTION PROGRAM (YIP)

“Youth referred by the police were much more positive about the police than were youth who’d been charged and referred to the agency from probation or [Restorative Justice].” – Program Partner

Program Background

During adolescence, young people with underlying problems or issues often act out in ways society considers criminal. When these youth are then punished through the youth criminal justice system, not only does it set them on a different, potentially increasingly criminal path, but it also fails to address the root causes of their problem behaviour. In Grande Prairie, the Youth Intervention Program (YIP) was created to address this issue of youth justice and crime prevention.

Modeled after the Ottawa Community Youth Diversion Program (est. 1975), the Grande Prairie YIP aims to implement a community-led program that provides police officers with the tools to identify youth who are at risk to offend and direct them to community resources that best address the root factors of their conduct/behaviour, while addressing community reparation needs.

The program typically works with youth aged 12-17 years old, but has recently begun to reduce the minimum age of participation from 12 to eight. The youth are referred to the program through the RCMP (before or after charges), families, and teachers. The youth are assessed using standardized assessment tools. Mental health, addictions, and/or family issues are addressed through referral programs.

Social Value Created

When at-risk youth act out criminally due to underlying issues in their lives, addressing only the current criminal behaviour does not prevent future criminal activity, whereas if underlying issues are addressed appropriately, future criminal involvement is avoided. Furthermore, as various underlying issues are addressed, a multitude of interconnected risks may also be simultaneously reduced in a young person’s life. In this way, the YIP helps to reduce youth justice system involvement and the associated costs, and reduces the incidence of high school dropout and addictions among youth. Additionally, families benefit from YIP through counseling and the improved functioning of their children. In the community, social value is created through decreased crime, increased community cohesion, and improved civic attitudes.

Valuing Change: Social Return on Investment

Since many youth in the program have had contact with the RCMP (limiting the outcome data) and because there is no program-specific follow-up data available, the Social Return on Investment (SROI) has been calculated based on four profiles/case studies that represent different groups within the program. These profiles highlight circumstances of participants in relation to financial proxies.

The average return on investment for these four cases was 5.46:1, indicating

Theory of Change

If youth aged 12-17 years old, who are at risk of criminal or delinquent behaviour are referred to appropriate, timely, and positive interventions to address their underlying issues, then these youth will be more likely to become functioning, law-abiding, and successful members of society.

Recipient of Safe Communities Innovation Fund, Alberta Justice and Solicitor General
Social Return on Investment (SROI) Case Study: Safe Communities Innovation Fund

that for every dollar invested in the program, $5.46 was achieved in social value. Since this study is only based on four cases and the program sees well over one hundred cases per year, the social value generated by the Grande Prairie Community Youth Intervention Program is actually significantly higher.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
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</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>5.08 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>5.23 : 1</td>
</tr>
<tr>
<td>Year 3</td>
<td>6.08 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>5.46 : 1</td>
</tr>
</tbody>
</table>

Case Study 1: Youth with Mental Health and Addictions

The youth had contact with the RCMP due to mental illness that had not been effectively diagnosed or treated. Further, due to the undiagnosed nature of the youth’s mental illness, they were self-medicating with either drugs or alcohol (potentially developing an addiction).

Costs to treat undiagnosed mental illness $1,523
Cost per high school drop out $24,495
Cost of psychiatric admission to hospital $9,343
Cost of health, justice, social services per addicted person $55,400
Cost of police call out $2,052
Cost of suicide $849,877
Cost of AHS Addictions School Worker -$1,708

Case Study 2: Youth with Family and School Issues

The youth is known to the community because of minor criminal behaviour (vandalism), school problems (including expulsion), and/or substance abuse. The behavioural problems of this youth are directly related to family issues.

Cost per high school drop out $24,495
Cost (health, justice, social services) per addicted person $55,400
Cost of group home (three months) $9,063
Cost of behavioural special education (per year) $1,502
Cost to treat undiagnosed mental illness -$1,523
Cost of suicide $849,877
Cost of psychiatric admission to hospital $9,343

Case Study 3: Youth with Cognitive Disabilities

The youth had contact with the RCMP due to cognitive disabilities that prevented the young person from understanding the difference between right and wrong and the consequences of their actions.

<table>
<thead>
<tr>
<th>Cost (per incident)</th>
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</thead>
<tbody>
<tr>
<td>Shoplifting (minimum once per month)</td>
</tr>
<tr>
<td>Cost of child/youth community-based mental health services</td>
</tr>
</tbody>
</table>

Case Study 4: Youth That Have Been Victimized

The youth had contact with the RCMP due to underlying issues from having been victimized. Without help, this youth did not know how to appropriately deal with and address their victimization, and ended up involved in criminal and/or other high-risk activities.

<table>
<thead>
<tr>
<th>Cost (per incident)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost per high school drop out $24,495</td>
</tr>
<tr>
<td>Average cost of pre-term labour admission $4,600</td>
</tr>
<tr>
<td>Cost of Fetal Alcohol Spectrum Disorder $15,812</td>
</tr>
<tr>
<td>Cost of behavioural special education (per year) $1,502</td>
</tr>
<tr>
<td>Cost of pain and suffering per sexual assault victim $84,500</td>
</tr>
<tr>
<td>Cost of victim’s support services case -$700</td>
</tr>
<tr>
<td>Cost of criminal prosecution per case -$1,114</td>
</tr>
<tr>
<td>Legal aid -$1,680</td>
</tr>
<tr>
<td>Average criminal court case cost -$1,418</td>
</tr>
</tbody>
</table>

Conclusions

By using these four profiles, the calculated SROI of 5.46:1 for the Grande Prairie Community Youth Intervention Program represents a minimum value achieved by the program. As other program participants experience similar outcomes, the program’s impact and overall value would be greater than that represented in this analysis.

Further, the SROI ratio here only includes the monetizable aspects of the change created by the YIP. Youth involved in the program also experience increased self-esteem, increased quality of life, a better sense of responsibility and community, and a stronger sense of civic appropriateness, all of which are not monetizable for the purposes of the analysis.
Social Return on Investment (SROI) Case Study: Safe Communities Innovation Fund

**NEIGHBOURHOOD DEVELOPMENT TEAM**

"Communities have demonstrated that crime prevention activities that are based on in-depth understanding of local problems, grounded in the neighbourhoods where the crime occurs, and helped by advice and assistance from all orders of government, will succeed."

— Federation of Canadian Municipalities, 2000

### Program Background

The Neighbourhood Development Team (NDT) Project was initiated to address crime and social disorder issues in St. Albert neighbourhoods, including graffiti, vandalism, drug and alcohol-related offenses, theft and burglary, and large intimidating gatherings of youth. These issues were viewed in the broader context of a paradigm shift toward ‘disconnectedness’ experienced by neighbourhood citizens. Research indicated a declining sense of value, responsibility, and accountability—a lack of connectedness—within and toward the immediate neighbourhood. This was believed to be a major root cause underlying the social disorder issues troubling the community.

Based on the book *Neighbour Power: Building Community the Seattle Way*, community organizer Jim Diers borrowed the term “deficit in social capital” to describe the lack of connection. He suggests “our growing social capital deficit threatens educational performance, safe neighbourhoods, democratic responsiveness, everyday honesty, and even our health and happiness.” He argues, to great effect, that no amount of public safety spending can buy the kind of security that neighbours create by watching out for one another.

By working in collaboration with community partners, RCMP, and the City of St. Albert, the NDT sought to implement solutions to identified issues, ensuring that citizens participate in the growth and evolution of their neighbourhood and community. Based on Jim Diers’ neighbourhood practices, the NDT was to encourage neighbourhoods struggling with crime and social disorder issues to identify, connect, and utilize their assets to address their local issues.

### Social Value Created

Between 2005 and 2008, criminal offences in St. Albert continued to increase: drug possession and trafficking, 93 per cent; disturbing the peace, 88 per cent; public mischief, 48 per cent; and offences under the liquor act, 83 per cent. In 2009, for the first time in five years, criminal offences dropped by five per cent. By 2011, crimes of opportunity (break and enter, fraud, mischief, and theft) were at a five year low.

The Neighbourhood Development Team gathered over 700 residents, who combined, volunteered more than 2,400 hours in initiatives to reduce crime and social disorder and build community connectivity. These included but were not limited to:

- Neighbourhood Patrols
- Development of Graffiti Protocol
- Environmental issues related to the Sturgeon River
- Clearing of the Red Willow Park to make it less conducive to inappropriate behaviour
- Distribution of crime prevention information folders

### Theory of Change

If neighbourhoods that have been targeted by crime and social disorder are empowered by the Neighbourhood Development Team to identify and implement solutions, then crime and disorder will be reduced.
• Encouraging coin-operated shopping carts
• Removal of problematic benches and picnic tables, and increased garbage cans along the trails
• Hosted neighbourhood gatherings such as ‘Picnic in the Park’, ‘Neighbourhood Skate’, ‘Snow Fest’, and ‘Small Park Festival’
• Environmental Design Crime Prevention analysis in various neighbourhoods
• Changes in school lighting schedule to deter youth consumption of alcohol and neighbourhood disruption

Case Study: Wrap-Around
A letter was addressed to the Mayor sharing concerns of vandalism, a lack of RCMP presence, and the need for increased by-law enforcement. At a meeting with the residents, several concerns were addressed and it was identified that a single home was believed to be the root cause. The RCMP Inspector met with the owner of the home, a single mom with a teenage son (the husband had recently passed away). The mom became depressed, isolated, and coped by consuming alcohol. No boundaries or expectations were placed on the son, who was allowed to have large gatherings of youth at the home (upwards of 80 people on weekends), and did not attend school. The family agreed to attend ‘Wrap-Around Support Team’ where the mom was referred for counselling and support, and the son started attending school. Additionally, the neighbours stayed in contact with the family providing ongoing support and encouragement.

Valuing Change: Social Return on Investment
In 2009, there were 32 police investigations at the home, at a cost of $1,912/investigation—for a total cost of $61,184. In 2010, following the intervention, there were 12 investigations at the home, a decrease of 63 per cent or a cost of $22,944, representing a savings of $38,240 from the previous year. This intervention may have also prevented further costs*, including:
  • Continued police investigations at $1,912 per investigation
  • Police attendance at court at $319 per attendance.
  • Cost of treatment of stress related disorders at $4,257 per stay
  • Cost to incarcerate a youth at $250 per day
  • Youth court process at $1,275 per young offender

(*The financial proxies are taken from the Canadian Institute for Health Information, National Crime Prevention Centre Canada, and the Department of Justice)

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>0.13 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>2.69 : 1</td>
</tr>
<tr>
<td>Year 3</td>
<td>2.45 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>1.76 : 1</td>
</tr>
</tbody>
</table>

This ratio represents a minimum social value, as conservative estimations were made throughout the SROI analysis. Further, the essence of the hope, trust, and other intangible outcomes could not be fully captured in financial terms. Therefore, the real social value is higher than represented in this SROI ratio.

Participant Outcomes
It is the belief, based on research and best practices, that a combination of efforts—Neighbourhood Watch, Citizen’s Patrol, Neighbourhood Development Team, RCMP, and community agencies working together—has contributed to the five-year low crime rates in the City of St. Albert. The following outcomes were noted:
  • Increased capacity to address crime and social disorder
  • Increased citizen involvement in identifying solutions to issues or concerns at the neighbourhood level
  • Increased citizen engagement in responding to potential issues with specific social disorder issues

Looking Forward
As a result of the proven effectiveness of the program, business cases for both Neighbourhood Development Coordinator and Crime Analyst positions were approved and are permanent City of St. Albert positions.

St. Albert’s Social Master Plan (2012) is a reflection of the social issues identified by community members as being the most important to the residents of St. Albert. These include having a sense of belonging to the community, knowing one’s neighbours, having an opportunity to provide input into civic decisions, and being able to participate in community activities. All of these have been the catalyst to the success of the Neighbourhood Development Project.
Fast Facts

By the Numbers:
- 755 people impacted by domestic violence received services
- 283 children were identified as children exposed to domestic violence
- 196 men voluntarily participated in domestic violence education

Contact Details:
Community Crisis Society – Region 5 (Wheatland Shelter)
Wanda McGinnis
Phone: 403-934-6634
Email: ccs-reg5@telus.net

Program Background

The need for an innovative community response to domestic violence is supported by statistics that demonstrate families want to be together (i.e., most families reconcile following an incident of violence). In order to ensure safety, families must be connected to a strong community that is committed to providing resources, education, and support. A Family Violence Prevention program facilitates collaboration among community partners, which includes appropriate risk and safety considerations, as well as treatment and counselling.

Social Value Created

The Family Violence Prevention project utilizes a collaborative, community-based response to family violence. The focus is on connecting domestic violence resources currently available in the community with families who might not otherwise access them. Victims of domestic violence are encouraged to seek support and counseling to improve their understanding of domestic violence and the impact it has on them and their children.

Concurrently, those accused of domestic violence-related crimes are completing treatment aimed at awareness and education of the devastating effects of domestic violence. Through increased awareness, support, and education, families are safer and can be supported in their own homes and communities.

Participant Outcomes

Participants are referred to the project when charges arise following an incident of domestic violence. Families are contacted, and risk assessment and safety planning is completed. Families are involved in the decisions that will affect their future. Services are attached to families based on their needs and wants.

Information relevant to the criminal justice resolution is conferenced with the Crown Prosecutor’s office, the Royal Canadian Mounted Police, and Alberta Child and Family Services. This is to ensure both the resolution and management of offenders within the community is considerate of the level of risk the individual poses to the families and community.

Valuing Change: Social Return on Investment

Communication among agencies was identified as the most significant barrier to the provision of comprehensive domestic violence services. The Family Violence Prevention project created an atmosphere that allowed case conferencing and communication with

Theory of Change

If families who experience domestic violence are given the opportunity to work collaboratively with a family violence prevention program focused on connecting families to the support, information, education and referrals they need within their community, then they will be more likely to live safer lives free from violence.

“Trying to navigate this nightmare on my own would have been impossible. Our family might never have received the help we needed. Sometimes when you live a certain way you cannot imagine that there is any other way, now I know our family can be better.” – Program Participant
families in need of domestic violence support. Both the accused and victim were given information, referrals, and resources available within the community. Families not previously connected to domestic violence programs were linked to vital services, limiting the need for police involvement, criminal justice proceedings, and intrusive child protection protocols.

The community collaborative response to domestic violence surpassed expectations, resulting in tremendous social benefits for the community. Most notable were: fewer children were deemed in need of protective services and requiring intrusive involvement of Child and Family Services; greater numbers of men voluntarily entering into domestic violence counselling; and significantly more women seeking outreach support as they heal from domestic violence.

In keeping with the spirit of innovation and collaboration, a men’s domestic violence treatment group has evolved, ensuring men will continue to receive necessary services within the community.

The Value of Annual Investment

With an annual investment of $81,000, the Family Violence Prevention project has contributed significant financial benefits to the community, partners, and government agencies. With fewer children requiring intrusive child protection measures and more men engaging in treatment programs aimed at prevention, there are reduced requirements on both police and the criminal justice system.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>0.48 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>2.75 : 1</td>
</tr>
<tr>
<td>Year 3</td>
<td>4.78 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>2.67 : 1</td>
</tr>
</tbody>
</table>

This chart indicates that for every dollar invested in the Connections Program there is a return of $2.67 of social value created by the program.

Looking Forward

While the financial benefits of this project can be demonstrated through cost analysis and gathering statistics, the real achievement and community advantage is the success of families who benefit from a life free from violence. When community response to violence is mindful, consistent and collaborative, families are safer and more likely to access services necessary to address future concerns of violence. Collaboration requires community partners working together toward the same goal, utilizing shared information vital to risk management. Communities that are both responsive to domestic violence and committed to creative solutions offer families an alternative that gives them a sense of responsibility and hope for their own future.
Social Return on Investment (SROI) Case Study:
Safe Communities Innovation Fund
MASKWACIS FAMILY VIOLENCE UNIT (MFVU)

“The Elder[s] makes lots of home visits. Home visits are good because you can see the home situation and talk to the spouse as well. Both partners in the relationship should get counselling when there is domestic violence.” – Program Elder

Program Background

The Maskwacis Family Violence Unit (MFVU) is a collaborative and interdisciplinary initiative originally undertaken by the following six partners: Ermineskin Women’s Shelter Society, Maskwacis RCMP, Maskwacis Victim Services, Central Alberta Children and Families Service, Kasokhowew Child Services, and Akamkisipatinaw Ohipikihaw (AKO) Child Services. The MFVU enhances the community by addressing the rising incidents of family violence within the four Nations of Maskwacis: Samson, Louis Bull, Ermineskin, and Montana.

The original MFVU program design consisted of four team members: an RCMP constable, an outreach worker, a Children’s Services worker, and a part-time Elder. In year two, the team was changed to an RCMP constable, an outreach worker, and two part-time Elders (one female; one male). In the project’s final year, the team was changed to two RCMP constables and two part-time Elders, with expanded hours for Elder support.

The role of Elders is to provide social/emotional, cultural and spiritual support and guidance to:

- individuals and families who are experiencing domestic violence
- individuals being held at the RCMP detachment
- other members of the community who may be seeking support

Participant Profile

The MFVU program supports First Nations individuals affected by high-risk (extremely violent) and continually recurring (chronic) violence in the home. Affected individuals include victims, children who witness the violence, and perpetrators.

Participant Outcomes

A file review of MFVU cases showed that 67 per cent had no further incidents of domestic violence in the year following MFU intervention. On average, Elders made 18 referrals per month to Alcoholics Anonymous or addiction treatment, and reported that approximately 30 per cent of clients engaged with these services. The MFU team reported increasing levels of trust in the community, which positively impacts MFU’s ability to assist families.

Theory of Change

If a comprehensive and coordinated response to domestic violence, including culturally relevant supports, is provided to First Nations individuals and families involved in high-risk and chronic domestic violence situations, then the incidents of domestic conflict will decrease.
Social Value Created

The MFVU creates social value through the provision of a follow-up team response to high conflict domestic violence situations. This value is enhanced by understanding the historical and cultural context of the clients and emphasizing the inclusion of culturally appropriate supports provided by community elders.

As the MFVU decreases the incidence and severity of domestic violence in the community, fewer resources are used by victims and perpetrators. This includes:

- Decreased use of victims’ or health services.
- Decreased justice system involvement including, incarceration, police time, legal time, etc.
- Decreased services used by the children of the involved families.

While the direct children’s services costs have been accounted for in this analysis, the long-term implications and cost savings of breaking a ‘cycle of violence’ within families has not been fully captured. It is apparent, however, that there is a direct correlation with reduced family violence and the reduced use of Children’s Services, which may be one of the most valuable aspects of the program.

The Value of Annual Investment

The SROI analysis reveals that over three years of pilot funding, MFVU creates an average of $4.20 for every dollar invested in the program. Fluctuations in the SROI ratio over the three years indicate the sensitivity to participation rates and specific participant profiles. Nevertheless, significant social value has been created by this pilot project.

<table>
<thead>
<tr>
<th>Total Present Value</th>
<th>Total Input</th>
<th>Total Net Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>$4,712,413</td>
<td>$1,213,632</td>
<td>$3,498,790</td>
</tr>
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<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>3.39 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>5.17 : 1</td>
</tr>
<tr>
<td>Year 3</td>
<td>4.05 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>4.20 : 1</td>
</tr>
</tbody>
</table>
Social Return on Investment (SROI) Case Study: Safe Communities Innovation Fund
KA GOOLA' PROGRAM

Program Background

Dene Tha’ First Nation is located in the remote northern community of Chateh (Assumption), which suffers from extremely high levels of violence, both domestic and other.

There is a lack of information regarding available court services, and what is there is not always in plain language. In addition to this, victims of crime do not always receive support from family and friends, and thus fail to participate in the court process. This results in a large number of incomplete cases and a continuing cycle of violence.

In 2011, the Community Wellness Department received funding from the Safe Communities Innovation Fund (SCIF) for a crime prevention project, and a Community Safety Coordinator (CSC) was hired to support victims and witnesses in an effort to decrease crime and violence through the Ka Goola’ Program.

Program Description

The CSC position has evolved over time in response to the needs and constraints of the community. The role consists of explaining, in plain language, the issues that the client faces with court or other systems, and helping the client to navigate these systems and address these problems, including:

• Being a victim or a witness in criminal court
• Becoming involved in the Child Welfare system (usually through having their children removed)
• Filing a claim, and appearing before the Indian Residential Commission to seek compensation.

• Dealing with other systems, such as: applying for disability assistance, settling estates, coping with acting-out teens or bullied children, and financial abuse

The CSC provides emotional support as well as information and ‘systems navigation’ assistance. This is particularly important because of the low educational levels of the clients, and language barriers resulting from a high proportion of residents speaking Dene as their primary language.

Participant Outcomes

Victims and witnesses felt heard, understood, supported and respected as the CSC accompanied them to court, enlisted family support, and encouraged them to testify. With this support, 81 per cent attended court and 83 per cent testified when asked, thus holding offenders more accountable. Only one in ten recanted.

Residential school claimants received support in completing paperwork, transportation to often distant

Theory of Change

If people who are habituated to violence and distrustful of the legal system, are provided with information and support to understand what is happening as well as the effect of their actions, then they will be more likely to participate fully in the process, offenders will be held more accountable, and violence, abuse and neglect will ultimately decrease.
hearings, and most important, were given an opportunity to tell their story. The relief they felt on doing so was reported to be independent of whether their claim was successful.

Because of the interrelationship between addictions and crime, or child welfare issues, the most common client referral made by the CSC was to addictions treatment. Successful completion of treatment led to 16 children being returned to their families.

Valuing Change: Social Return on Investment

The project evaluation tracked program implementation and outcomes over a three-year period. The data was used in the Social Return on Investment (SROI) analysis. Follow-up recidivism data was not available, and so a very conservative estimate was made regarding a decrease in violence (i.e. one future incident prevented per ten clients served). Financial proxies were selected to represent the monetary value of achieving the outcomes.

<table>
<thead>
<tr>
<th>Financial Proxies to Represent Sources of Social Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive life changes made by clients</td>
</tr>
<tr>
<td>Reduced number of violent criminal incidents</td>
</tr>
<tr>
<td>Reduced social cost of police response, court costs, legal aid, and medical costs for injuries</td>
</tr>
<tr>
<td>Reduced costs of addictions, cost savings via reduction in duration of out of home child placement</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reduction in victims’ pain and suffering</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased access to residential schools claims process</td>
</tr>
<tr>
<td>Value of pain and suffering for assault victims (Department of Justice estimates re cost of crime)</td>
</tr>
<tr>
<td>Value of successful claims (counterbalanced)</td>
</tr>
</tbody>
</table>

Social Value Created

Based on evaluation data and assumptions about certain outcomes, the SROI ratio was calculated as 1.62:1. This means that over three years, the return for investing in the Ka Goola project is estimated at $1.62 for every dollar invested.

The analysis was conservative, since outcomes are projected only for the short term. The entrenched nature of the community’s problems mean that even a modest return is positive.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>1.83 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>1.85 : 1</td>
</tr>
<tr>
<td>Year 3</td>
<td>1.18 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>1.62 : 1</td>
</tr>
</tbody>
</table>

Looking Forward

The CSC position has provided a bridge between individuals and large, complex, and intimidating systems, by providing information, support, advocacy, and connections to resources. Working to involve residents in creating a more positive community environment is important, and is evidenced in the recent success in mobilizing residents to create a ball diamond and subsequent ball tournament. The CSC position is vital, and the community hopes to sustain it within existing programs.
Social Return on Investment (SROI) Case Study:
Safe Communities Innovation Fund
REE*START

“You helped me get out of drugs, which saved my relationship with my family. You helped me to keep employed. Thanks guys.” – Program Participant

Program Background

Edmonton John Howard Society began delivering the REE*START (at the time called Community Youth Work Program) program in 1997. The program addressed the issue of youth (15-22 years old) who were transitioning from Alberta Justice, or Child and Youth Services, and required access to ongoing supports if they were to be successful in integrating into the community.

It was recognized not all youth are ready to engage in ongoing supports due to an inability to trust as a result of previous experiences or trauma. Due to individual circumstances (homelessness, addictions, mental health, family violence, literacy) youth were at risk of becoming involved with the criminal justice system. Therefore, intensive collaborative supports were required for the small percentage of high-risk or violent youth to manage high-risk behaviours.

REE*START is now providing three streams of services: Drop-in, On-going, and Justice.

The Drop-In component was developed to address the increasing demand for service, as well as from recognizing that many youth were not ready to begin working on issues. The Drop-In stream allows youth to access supports without an appointment, to address basic and immediate needs. It also provides an opportunity for the Youth Transition Workers to begin the relationship building process with youth, a process we have learned is critical to engaging youth. This provides an opportunity for the youth to ‘check out’ the staff and the program and hopefully begin building trust to the point where they will eventually be ready to begin working on more complex issues in their life.

The On-going component is for youth who have demonstrated motivation to set goals and work on issues. To become an On-going client, the youth must be willing and able to schedule and keep appointments. Workers provide ongoing support in the office and community, including accompanying and/or transporting clients to appointments.

The intent of the Justice stream of REE*START is to begin the engagement process with youth while they are still incarcerated at Edmonton Young Offender Centre (EYOC) and work with institutional caseworkers to develop pre-release plans with the youth. The youth will able to follow up with this support once they are released from EYOC into the community. A primary goal of this stream of service is to support the youth in meeting all of their probation/court conditions.

Theory of Change

If high-risk youth between the ages of 15 and 22 years of age are in conflict or at risk of becoming in conflict with the law, are given the opportunity to have ongoing one-on-one support and are assisted with working on self-identified goals, then they are more likely to no longer be in conflict with the law and will be able to make positive change in their lives.

Fast Facts

Overview:
• REE*START has been offering support services to at risk and high-risk youth aged 16-24 years old since 1997

REE*START Goals for Youth:
• Successfully integrated back into the community, as well as with their family, peers, and society
• Reduced relapse into high-risk and criminal activity
• Make positive choices in their lives
• Increased stability in their lives
• Developed positive support systems

REE*START Programs:
• Drop-In: address basic needs and immediate support; engage youth in the relationship-building process
• On-going (by appointment): support to address specific youth-identified goals
• Justice: meet with youth at EYOC to identify release plans and provide support post release

Contact Details:
John Howard Society
Liz Lacika
Phone: 780-428-7590
Email: llacka@johnhoward.org

Fast Facts

Theory of Change

If high-risk youth between the ages of 15 and 22 years of age are in conflict or at risk of becoming in conflict with the law, are given the opportunity to have ongoing one-on-one support and are assisted with working on self-identified goals, then they are more likely to no longer be in conflict with the law and will be able to make positive change in their lives.
Social Return on Investment (SROI) Case Study: Safe Communities Innovation Fund

Social Value Created

When the program started fifteen years ago, a primary goal was to support youth in rebuilding family relationships. Over the years, the program evolved to serving youth who are living much more at-risk and high-risk lifestyles, come from homes that are unhealthy and abusive, and have increasingly complex issues, including mental health, homelessness, literacy, and family violence.

While the original focus was on reuniting families, now the focus is on helping youth understand healthy relationships and boundaries, and support them in how they can maintain healthy boundaries within an unhealthy family unit. Unfortunately for many of these youth, sleeping in the river valley can be safer than being in their family home. Many of them are dealing with legal/court matters, substance abuse, finding work when they have no work experience, have not completed high school, or have no stable accommodation.

REE*START assists youth by defining their needs, barriers, and goals, by providing information and support on a number of issues (including effective self-advocacy), resume development, securing stable housing, decision-making and problem-solving, and by attending court and supporting youth in meeting all court conditions so they can successfully complete their legal obligations (this is the most frequent occurring support provided).

Participant Demographics

From April 1, 2011 to March 31, 2012, there were 274 active youth accessed in REE*START’s three streams of services. The demographics of youth served (at point of intake):

- Age: 66 per cent 16 to 22 years old, 32 per cent 21 to 25 years old
- Gender: 60 per cent male
- Ethnicity: 58 per cent Aboriginal/Metis, 11 per cent ethno-cultural
- Housing: 44 per cent non-parental familial housing (often intermittent)
- Employment history: 38 per cent no employment history
- Education: 90 per cent completed between grades 8-11
- Financial: 71 per cent no income

Outcomes of Youth

<table>
<thead>
<tr>
<th>Outcomes of Youth</th>
<th>Justice (per cent)</th>
<th>On-going (per cent)</th>
<th>Drop-in (per cent)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Productively using their time</td>
<td>13</td>
<td>68</td>
<td>24</td>
</tr>
<tr>
<td>Effectively resolves problem</td>
<td>7</td>
<td>68</td>
<td>24</td>
</tr>
<tr>
<td>Reduced risky/illegal behaviour</td>
<td>30</td>
<td>68</td>
<td>70</td>
</tr>
<tr>
<td>Makes positive choices</td>
<td>23</td>
<td>68</td>
<td>24</td>
</tr>
<tr>
<td>Access to positive community supports</td>
<td>18</td>
<td>68</td>
<td>24</td>
</tr>
<tr>
<td>Living in stable environment</td>
<td>18</td>
<td>72</td>
<td>59</td>
</tr>
<tr>
<td>More independent</td>
<td>7</td>
<td>64</td>
<td>26</td>
</tr>
<tr>
<td>Able to self-advocate</td>
<td>3</td>
<td>52</td>
<td>18</td>
</tr>
<tr>
<td>Became more productive members of the community</td>
<td>3</td>
<td>56</td>
<td>21</td>
</tr>
</tbody>
</table>

The Value of Annual Investment

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>Total Present Value</th>
<th>Total Input</th>
<th>Net Present Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
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<td>$66,398</td>
<td>$243,561</td>
</tr>
<tr>
<td>Year 2</td>
<td>$677,245</td>
<td>$453,587</td>
<td>$223,658</td>
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<tr>
<td>Year 3</td>
<td>$1,648,189</td>
<td>$488,589</td>
<td>$1,159,600</td>
</tr>
<tr>
<td>Total</td>
<td>$2,635,393</td>
<td>$1,008,574</td>
<td>$1,626,819</td>
</tr>
</tbody>
</table>

Funding Year SROI Ratio

- Year 1: 4.67 : 1
- Year 2: 1.49 : 1
- Year 3: 3.37 : 1
- Average: 2.61 : 1

Looking Forward

REE*START will operate until March 31, 2014, with funding from the United Way and the Alberta Human Services Youth Strategy, but requires sustainable funding in order to maintain current levels of service. In 2012, a comprehensive review of REE*START was conducted, which includes a trends analysis, program best practices, and identified refinements needed for the program.
“What is rewarding is watching the interaction between clients, seeing them bonding, taking care of each other, and supporting each other. The participants have more accountability in an intensive outpatient program like the Matrix Program. I see them more, and I see signs of improvement in them more because I see them more frequently.” – Matrix Model Case Worker

Background on the Matrix Model
The Edmonton Drug Treatment and Community Restoration Court (EDTCRC) is an alternate approach to address the link between drug addiction and crime. Through court supervision, intensive case management and treatment, and referrals to community resources the goals of the EDTCRC are to:

- Reduce criminal activities
- Reduce or eliminate drug use
- Increase social stability (housing, financial, education, and employment), and community reintegration

Participants in the program are required to attend addiction treatment, receive case management support and referrals to community services, participate in education or employment development, submit to random drug testing, and regularly review their progress with the EDTCRC Judge in court sessions. Participants spend between eight and 18 months in the program.

The EDTCRC began its operation on December 7, 2005, as a structured, non-confrontational, integrated, and intensive outpatient addiction treatment program.

On August 8, 2011, EDTCRC integrated the Matrix Model treatment approach to its programming. In addition to participating in the regular EDTCRC programming listed above, Matrix participants are required to attend intensive outpatient addiction treatments, facilitated by the Matrix case manager, that includes individual sessions, early recovery groups, relapse prevention, family education (for family members only), twelve-step meetings, and life skills programming.

Participant Profile
Participants of the EDTCRC Matrix Program are non-violent offenders whose crimes are fueled by their addiction to illicit drugs. Participants entering the program lack social stability and have a variety of issues that need to be addressed, including housing, physical and mental health, and financial needs.

As of April 30, 2014, 30 participants have entered the Matrix program. The participants were: male, average age is 32 years old, and one-third identified as First Nations/Aboriginal/Metis. About one-quarter of the Matrix program participants reported crystal methamphetamine as their drug of choice, and most participants had a criminal record when they entered the EDTCRC program.

Theory of Change
If non-violent offenders, whose crimes are related to drug addiction, receive intensive outpatient treatment, programming and supports, then they will alter their criminal behaviour (i.e., reduce criminal activity), reduce and/or eliminate drug use, and establish social stability which will allow them to reintegrate back into the community.
Social Value Created

For individuals who are caught up in the cycle of addiction and crime, there are negative consequences to the individual and to society. Drug-addicted offenders may experience outcomes that negatively affect their social stability, physical and mental health, and the safety of their own communities.

The EDTCRC Matrix program is important for breaking the cycle of addiction and crime. The Matrix program creates social value by reducing the participant’s involvement in crime, abstinence or reduction in substance use/abuse, securing stable housing, employment, and income, and improving physical and mental health.

Valuing Change: Social Return on Investment

Calculation of the social value of the Matrix Program was based on Canadian and Alberta financial proxies published on the SiMPACT database and Edmonton SROI Learning Group, as well as on statistics from the Federal and Alberta governments between 2007 and 2012.

From August 8, 2011 to April 30, 2014, 30 participants entered the Matrix program. A total of eight outcomes were identified and valued using 16 financial proxies or indicators. The total present value over three years was $1,408,700, with a total investment in the program of approximately $300,000 ($100,000 per year).

The SROI ratio was 4.04:1 in year 1, 4.02:1 in year 2, and 6.03:1 in year 3. The final SROI ratio was calculated as 4.70:1. This means that by diverting 30 offenders through the EDTCRC Matrix program, rather than going through the regular court system, there was $4.70 in social value created by the program for every dollar invested.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>4.04 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>4.02 : 1</td>
</tr>
<tr>
<td>Year 3</td>
<td>6.03 : 1</td>
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<tr>
<td>Average</td>
<td>4.70 : 1</td>
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<table>
<thead>
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<th>Funding Year</th>
<th>Total Present Value</th>
<th>Total Input</th>
<th>Total Net Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
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<td>$100,000</td>
<td>$304,082</td>
</tr>
<tr>
<td>Year 2</td>
<td>$402,046</td>
<td>$100,000</td>
<td>$302,046</td>
</tr>
<tr>
<td>Year 3</td>
<td>$602,572</td>
<td>$100,000</td>
<td>$502,572</td>
</tr>
<tr>
<td>Total</td>
<td>$1,408,700</td>
<td>$300,000</td>
<td>$1,108,700</td>
</tr>
</tbody>
</table>
Social Return on Investment (SROI) Case Study:
Safe Communities Innovation Fund
FAMILY AND YOUTH SUPPORTS

"Meeting up has helped me to balance my problems, giving me time to escape my life with a positive female influence. Although it has been rough with our mom, I still wish her the best. I don't know what I would have done if I never received help." – Program Participant

Program Background

Edmonton Mennonite Centre for Newcomers (EMCN) serves immigrants and refugees through settlement and integration services, English language training, and employment supports.

Within EMCN’s Family and Youth Supports program, a team of social workers and therapists, in collaboration with cultural brokers, provides one-to-one, couple, family, and group support. The intent is to prevent and work through crisis, and enhance mental health and well-being. Supports include counselling, advocacy, cultural interpretation, education, and system navigation. The majority of the work involves families with complex circumstances.

There are five major profiles for families with complex circumstances, and these profiles often overlap:

- Families with a parent with significant mental or physical health issues that impact the entire family
- Immigrant and refugee adults experiencing domestic violence that places the adults and children at risk
- Immigrants and refugees who have experienced pre-migration trauma and are encountering serious difficulties integrating into life in Canada
- Immigrant and refugee youth at risk of street life
- Immigrant and refugee families with child welfare involvement

Valuing Change: Social Return on Investment

While outcomes are context specific for each family, the circumstances are shared across families. Integrated, multi-disciplinary services strengthen personal, family and community resources as well as increase effective system responses.

Of 212 families experiencing complex circumstances in one year, 43 per cent began with severe circumstances and required an intense investment of time.

The Social Return on Investment (SROI) calculations used one family story to reveal the investment, outcomes, and measurable social value of the work of Family and Youth Supports. This family’s circumstance crossed four of the five major profiles and led to involvement with a complex array of formal and informal systems and supports. The social value of the investment with families is evident through the following cast study.

Case Study: Continued Support

M and L immigrated to Canada with two children and little English. M struggled with severe mental health issues. Her mental health issues contributed to

Theory of Change

If immigrant and refugee individuals and families are supported through counselling, advocacy, cultural interpretation, education and system navigation, then they will experience improved health and wellbeing, and an increased ability to effectively integrate and contribute to the broader society.

For the 212 families with complex circumstances, the primary issue at intake was:

- Health: 68
- Family violence: 48
- Trauma: 43
- Youth at risk of street life: 33
- Child welfare: 20

Contact Details:
Edmonton Mennonite Centre for Newcomers
Erick Ambtman
Phone: 780-424-7709
Email: eambtman@emcn.ab.ca

By the Numbers:
- 50,000 newcomers settled in Edmonton over the last five years (number does not include secondary migration of newcomers from other provinces)
- Edmonton Mennonite Centre for Newcomers (EMCN) served 8,900 people
- Family and Youth Supports (the primary mental health resource) provided support to 590 families from 72 countries
- 212 of the 590 families were complex cases that absorbed 75 per cent of staff time

Recipient of Safe Communities Innovation Fund, Alberta Justice and Solicitor General
family violence that resulted in numerous calls to police and one incarceration.

Child welfare stepped in and said the two children would be apprehended if M returned home. With no place to live, M was depressed, suicidal, and faced serious criminal charges. Strong cultural and religious beliefs, as well as pressure from their community back home, led the family to see no other options than reunification.

L began drinking to cope with the intense stress, and the children felt increasingly abandoned by their father. Domestic violence ensued, and police were called repeatedly to respond to the family violence. Socially isolated and unfamiliar with systems and services, the family did not know where to turn until L got support to admit M to hospital.

Continued support, including cultural and linguistic interpretation, individual and family therapy, advocacy and system navigation, as well as community connection and emotional support, enabled the family to work through the multiple layers of trauma, health issues, conflict, culture, religion, and external pressure, and, ultimately, a healthy separation. This included:

- Health system navigation enabling M to participate in assessment, which revealed pre-migration trauma, severe mental illness, and dysfunction
- Appropriate treatment that enhanced M’s functioning and stabilized her mental health
- Helping M live independently with access to appropriate supports to continue to thrive
- Connection with community groups and programs that increased social support
- Helping L replace drinking with healthy coping mechanisms, and maintain employment
- Keeping the children in parental care, engaged in school, connected to positive recreation, and thriving
- Helping the parents achieve healthy separation and end the family violence

The outcomes achieved by M, L, and their children are representative of outcomes experienced by many program participants. The social value created not only accounts for accomplishments of the stakeholders, but also the avoidance of social and human costs that would continue to be incurred if there had been no intervention in these severe circumstances:

- Healthy separation ended family violence, preventing more police calls and further injury, and greatly diminishing the risk of substance misuse, unemployment, and suicide. Risks of physical injury; behavioural, social and emotional problems; cognitive problems; and entering violent relationships (higher for children exposed to family violence) are reduced
- Appropriate treatment, stable housing, and increased social support stabilized M’s mental health and prevented long-term or repeated institutionalization
- Healthy coping enabled L to keep his job and care for his children. Without support, L risked unemployment and his children being apprehended
- The children are engaged in school, well connected to recreation, and in parental care. Protective factors such as personal and social competence, optimism about the future, and pro-social activities have been enhanced, greatly improving their chances of completing education and continuing to thrive

Social Value Created

The evaluation calculated an SROI ratio of 3.80:1, which includes only those changes that occurred due to the program intervention, that are related to the services provided, and that are achievable with others.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>2.48 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>4.17 : 1</td>
</tr>
<tr>
<td>Year 3</td>
<td>4.17 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>3.80 : 1</td>
</tr>
</tbody>
</table>

Looking Forward

When newcomers and systems are supported to respond effectively, stronger communities are built, and the capacity of existing services is expanded. EMCN plans to continue efforts to identify families at risk early and respond with the support and intensity required, with a goal of strengthening social capacity at multiple levels and informing a sound direction for social policy.
Social Return on Investment (SROI) Case Study: Safe Communities Innovation Fund
EDMONTON COALITION OF CRIME COUNCILS (ECCC)

“Belonging to our community crime council has restored my faith in me! I am no longer a victim, but a strong advocate for my family, my neighbours, and myself.”
– Program Participant

Program Background

The Edmonton Coalition of Crime Councils (ECCC) initiative supported the development of community-led crime prevention groups (‘crime councils’) in areas of Edmonton with crime and disorder issues.

What began as a steering committee made up of partnering organizations, a coordinator, and representatives from a few core crime councils, is now a strong, organized city-wide coalition made up primarily of crime council members.

Today, 16 crime prevention groups are members of the coalition, comprising over 160 members ranging from business owners to professionals to residents, and from seniors to youth. Members meet monthly to share ideas and strategies, organize learning opportunities for their members, and collaborate on community-based crime prevention initiatives.

Participant Outcomes

Growth in the number of crime council groups is evidenced by an increase from the initial 10 groups to 16 forming and joining the coalition. In addition, membership increased within each crime council group by an average of 20 per cent.

Evidence that crime was reduced came about using a methodology prescribed by SiMPACT Strategy Group, where an assumption is made based on the crime type being targeted, that at least one incident will have been avoided as a direct result of the crime council’s efforts.

Crime types targeted by crime councils over the three-year period of the project included fraud/identity theft, graffiti, by-law infractions, theft of and from vehicles, impaired driving, personal robbery, prostitution, break and enter, drugs, loitering, public intoxication, and youth crime.

Valuing Change: Social Return on Investment

Some of the costs avoided to the system as a result of the project include prison incarceration, court and probation costs, emergency response to calls for service (police, fire, ambulance), and health care costs (hospitals, mental health care).

Direct costs avoided to victims are both financial and emotional, from lost wages of identity theft victims, to insurance deductibles for stolen and destroyed property, to out of pocket expenses for graffiti removal. Not to mention the emotional toll to victims: stress, increased fear of crime and re-victimization, and lost trust.

Theory of Change

If people experiencing crime and fear of crime are mobilized to actions that prevent crime in their neighbourhood, then the local community will be strengthened, fear of crime will be reduced and regular and consistent crime will be eliminated over time.
The value to groups of belonging to a coalition is evident in the enthusiasm of their members as they share ideas, develop common goals, learn, and support each other.

Due to the qualitative nature of the data, a Social Return on Investment calculation was not completed for this project. However, annual investment to support coordination and administration of the coalition would help ensure continued crime prevention efforts within our communities.

Looking Forward

The ECCC pilot project has met its objectives and is now primed to move forward by placing future focus on the following next steps:

- Outreach (to educate community):
  - Many community groups are looking for support to mobilize and organize crime prevention efforts and to develop effective strategies for promoting safe and caring communities. The ECCC can play a key role in supporting these new groups.

- Partnerships (with key stakeholders):
  - Many crime councils have partnered successfully with community leagues, not-for-profit organizations, business associations, police, and the City of Edmonton on crime prevention projects and initiatives. Crime councils offer innovative, grassroots solutions, while established organizations can contribute resources and support toward common goals.

- Support (for professional development opportunities):
  - Crime council members would benefit from professional development opportunities to further their knowledge, network with crime prevention and community development experts, and stay current with trends and emerging issues. Attending conferences and workshops would be an excellent way to bring a community perspective to these forums. Providing critical training and skill development to crime council members would increase potential for success and sustainability.
Social Return on Investment (SROI) Case Study: Safe Communities Innovation Fund
BUILDING A SAFER COMMUNITY THROUGH INCLUSIVE LEARNING

“\textit{I came in yesterday in dire straits, out of work, homeless, and in tears. [The Outreach Worker] took me into his office, calmed me down, and assured me he could help! He was very, very helpful to me on a day I desperately needed it. I’ll be forever grateful.}”
— Program Participant

Program Background

Many of downtown Edmonton’s at-risk residents, those who are homeless or temporarily housed, visit the Stanley A. Milner Library on a daily basis. The Edmonton Public Library (EPL) is the one safe place in their small universe; it is the place they choose to come to when faced with very limited options. These ‘all-day daytime’ visitors often have concurrent mental and physical health concerns, which may be coupled with addictions.

Many are without the means or capacity to explore options beyond basic survival. On occasion anti-social behaviours manifest, which disrupt other library users, particularly when they lead to encounters with library security or police. In connecting at-risk visitors with trained Outreach Workers, the participants are able to develop relationships, connect with relevant social supports, and mitigate choices that can lead to negative outcomes. This approach improves the library experience for everyone, while ensuring that those who are most vulnerable get access to the resources and services that can help them.

Social Value Created

The social value created by EPL’s Outreach Worker program is diverse and wide ranging. While there are many positive effects that a visitor may experience, the following outcomes are most frequent:

- Transition into stable housing
- Increased financial assets, whether through employment or access to benefits like income assistance, and support/treatment for addictions issues
- Improvements in mental or physical health resulting from connection with medical experts
- Enrolment in employment and skills training

Less obvious but equally important outcomes were also reported. These relate to improvements in overall well-being, an increased sense of belonging to a community, and increased feelings of hope and purpose in life. The chart below shows the value creation to society resulting from the program.

![Net Present Social Value Chart]

Theory of Change

If individuals facing concurrent life challenges such as addictions, poverty and other factors which create at-risk lifestyles, are able to develop a supportive relationship with an Outreach Worker, then they will experience hope for an improved quality of life and be empowered to pursue opportunities that reduce their social isolation and exposure to crime.
Participant Outcomes

Edmonton Public Library Outreach Workers meet up to 30 new individuals each month who are experiencing homelessness and social isolation, often simultaneously living with mental or physical health concerns and addictions. Many of these most vulnerable individuals have no connection with social service agencies, instead choosing the library as their refuge and community connection. Of these individuals, approximately 32 per cent are Aboriginal, including J.

Case Study: Timely Intervention

A long lost library card is what brought J into the Stanley A. Milner Library. The young man likely didn’t know at that time it would be a life-changing and life-saving visit. While discussing the concerns about his card with a community librarian, J revealed he was unemployed and sleeping in a shelter. While EPL staff members are empathetic and helpful, being connected with an outreach worker made a world of difference to J, who was also estranged from his family, and suffering from addictions and ongoing medical issues. Within days of meeting with an outreach worker, J made one call to say “goodbye.” Through the outreach worker’s professional training and the important relationship built in such a short period of time, the outreach worker recognized the threat of suicide, intervened, called police and, ultimately, helped save J’s life.

Today J has completed school, has a job and home, and is receiving help for his addictions. This was made possible due to the connections he made in the library – a safe space that provides not only community support, but also a link to social supports that may have otherwise passed by him.

Valuing Change: Social Return on Investment

EPL’s Outreach Worker program creates value for many societal stakeholders, including the visitors themselves, the Edmonton Public Library system, EPL staff, and the general public. Value is created for other public sector organizations such as Alberta Health Services, Edmonton Police Services, Alberta Justice & Solicitor General, and more.

The graph (top-right corner of this page) shows that for every dollar invested in this program a potential return of $5.73 in social value could be created.

Looking Forward

The Edmonton Public Library is committed to connecting with the community, as espoused in the Community-led Service Philosophy. This philosophy underlies the EPL Outreach Worker program, and has fundamentally changed library encounters with socially vulnerable visitors. The EPL Outreach Worker program has shifted the library into taking a proactive approach to connect with these visitors, recognizing the vital role the institution plays in their daily lives, and engaging with them to help overcome some of the barriers they face, which inhibit them from integrating more fully in society.

The Edmonton Public Library will commit to ongoing Outreach positions. The project will expand to library branches across the city, in recognition that those facing social challenges are found in many community libraries.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>4.00 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>6.17 : 1</td>
</tr>
<tr>
<td>Year 3</td>
<td>7.02 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>5.73 : 1</td>
</tr>
</tbody>
</table>

### Comparison of Social Value and Investment

![Graph showing social value and investment comparisons](#)
Social Return on Investment (SROI) Case Study: Safe Communities Innovation Fund  
THE WAY IN

“My daughter came out of her shell and began to make good friends! She communicates better with me.” – Program Parent

Overview:
• The Way In is a unique initiative between three junior high schools and community partners to build resiliency in the community
• The program builds resiliency in the form of physical and mental health capacity in students, families and schools
• By removing barriers to success and offering intervention programs, the program works to help all students build a positive and hopeful definition of themselves
• The program is built on hope and the recognition that connecting students with caring adults and meaningful opportunities will change the future for many of the young people

Program Background
The community of Mill Woods in Edmonton is a complex and diverse community in which Aboriginal youth in the schools often walk between two worlds. Many have lost sight of their own identity and are looking for connections with their own Aboriginal community. There exists a large gap between the academic performance of Aboriginal and non-Aboriginal students. Teachers regularly hear about issues of single parent families, addiction, poverty, self-harm, and chaotic homes, with nowhere to turn to, until The Way In program brought in an Aboriginal Commitment Coach.

Participant Outcomes
Youth involved with Aboriginal programming through The Way In project show a decrease in risk factors and an increase in protective factors. Risk factors and outcomes addressed include the reduction of absenteeism, reduced criminal activity, reduced drug and alcohol use, stabilized mental health concerns, basic needs met, reduced suspensions and expulsions, and improved academic performance.

The Way In Aboriginal Commitment Coach programming works to connect First Nations youth and families to school and to each other. Programming focuses on the following:

For Youth:
• Reducing high-risk and criminalizing behaviours
• Enhancing resiliency capacity
• Building assets and integration between the youth, their traditional community, and their urban community

For Families:
• Connecting families to their community school
• Connecting families to each other in their community
• Providing opportunities for families to participate together in activities

Participant Quotes
“The programming is very beneficial to us because we don’t have a vehicle to access our culture. Most of the time these connections to our cultural teachings take place outside the city.”

Theory of Change
If Aboriginal youth who have a limited view of their future potential due to feelings of isolation and being disconnected from school, family and community, discover opportunities to become connected through The Way In program, then they will begin to see possibilities for their future in a supported school environment and be more likely to become successful contributing citizens.
“Since the coach has worked with us things have been stable. Child Services has been involved. [The worker] has made sure everyone is on the same page in getting services. My daughter quit drugs and alcohol and is going to treatment.”

“We would not have come as far as a family without The Way In. I would not have had the tools to deal with situations that arose with my children.”

Valuing Change: Social Return on Investment

Aboriginal youth (aged 11-15 years old) and their families access supports and service through The Way In. Most of the youth come from single parent families, generally living with their mothers. Many have poor past academic performance, poor school attendance, and have a difficult time meeting their basic needs.

Some of the youth have had past involvement with Child and Family Services and early involvement with the justice system. Alcohol and drug use is common with some of the youth. Families struggle to meet their basic needs and many youth do not attend school on a regular basis, as they cannot afford a bus pass.

These youth and families do not have the support of their extended families that may still be living on reserves. Families often live in low income housing complexes, regularly use the food bank, and have few resources to access culture, leisure, or recreation opportunities afforded to others in our city.

Social Value Created

Research tells us that the future circumstance for many First Nations, Metis, and Inuit (FNMI) students may be bleak. Many would not complete high school, would be living in poverty, or accessing multiple services for mental health and addiction issues, and would end up in the justice system.

All of this can be seen at the junior high level where students would feel disconnected and would not reach out for support. Without the program or an alternative intervention, a return to unfavorable outcomes is likely to result in a greater strain on services in the future. Furthermore, the potential for contributing to the community in a meaningful way could be either lost completely or delayed. Much of this could be or has been changed for the participants involved in The Way In program.

Value of Annual Investment

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>Total Present Value</th>
<th>Total Input</th>
<th>Total Net Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>$207,412</td>
<td>$78,000</td>
<td>$129,412</td>
</tr>
<tr>
<td>Year 2</td>
<td>$231,403</td>
<td>$78,000</td>
<td>$153,403</td>
</tr>
<tr>
<td>Year 3</td>
<td>$632,830</td>
<td>$78,000</td>
<td>$554,830</td>
</tr>
<tr>
<td>Total</td>
<td>$1,071,646</td>
<td>$234,000</td>
<td>$837,646</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>2.66 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>2.97 : 1</td>
</tr>
<tr>
<td>Year 3</td>
<td>8.11 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>4.58 : 1</td>
</tr>
</tbody>
</table>

Looking Forward

The Way In program is preventative and creates long-term effective intervention for youth and families in communities. Aboriginal youth show both a decrease in risk behaviours and an increase in protective factors leading to increased academic success and eventual lifelong success. Much of the families’ access to supports would not be available without this program. The investment in our Aboriginal youth and families means long-term savings to all of us, but more importantly means a healthier, more fulfilling, successful life for Aboriginal youth and families.
Social Return on Investment (SROI) Case Study:
Safe Communities Innovation Fund
SECOND CHANCE FOR YOUNG MOTHERS

“I have witnessed empowerment of our students’ lives through education and parenting, rebuilding traditional roles, and becoming educated Aboriginal women and leaders with their peers, family and culture.” – Program Mentor

Program Background

The Second Chance for Young Mothers (SCFYM) program was developed by the Enoch Cree Nation to address the growing need for social supports for young Aboriginal mothers (under 30 years old). The intention of the program is to provide a supportive learning environment so that the young mothers can pursue their educational and personal goals.

This program uses traditional Medicine Wheel fundamentals in order to allow for a holistic approach to be taken. The four components of the Medicine Wheel emphasize mental, physical, spiritual, and emotional well-being. Participation in the SCFYM program encourages participants to:

- Attain a high school diploma
- Increase self-esteem
- Improve physical health
- Seek healthier relationships with spouse and/or family
- Create opportunities to thrive in the workforce, college, or university
- Build lasting relationships amongst peers

Without the SCFYM program, some young mothers may be more likely to be at risk of experiencing the following:

- Lack of employment
- Reliance on welfare
- Criminal activity
- Substance abuse and addiction
- Child welfare involvement

Valuing Change: Social Return on Investment

The SCFYM program’s primary objective is to allow at-risk young mothers the opportunity to complete their high school education in order for them to become self-reliant.

Social Value Created

Over the course of the three-year pilot program, indicators of program success were noted in both qualitative and quantitative evidence.

The SCFYM program’s positive outcomes included an increase in instances in which young mothers attended school, increased employability, and reduced their use of child welfare and income support programs. The program also provided the exchange of information between generations, in the form of traditional cultural teachings, access to cultural learning, and reclaiming the Cree language. Additionally, the program taught students to utilize supports within the community such as, but not limited to: policing, parenting classes, prenatal classes, counseling, tutoring, money management courses, and nutrition classes.

Theory of Change

If young mothers who are disconnected from the educational system are supported to complete high school and are provided with access to childcare, transportation and flexible scheduling, then they are more likely to become independent and freed from social assistance programs while maintaining healthier lifestyles.
Social Return on Investment (SROI) Case Study: Safe Communities Innovation Fund

The positive changes resulting from participation in the program can be monetized in the following ways:

<table>
<thead>
<tr>
<th>Police investigation costs</th>
<th>Police call-out costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police attendance at court costs</td>
<td>Costs of addiction and substance abuse treatment</td>
</tr>
<tr>
<td>Cost of homelessness</td>
<td>Cost of welfare</td>
</tr>
<tr>
<td>Costs of ongoing income support</td>
<td>Cost of mental health care</td>
</tr>
<tr>
<td>Cost of personal childcare services</td>
<td>ER and walk-in clinic costs avoided</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>0.37 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>1.37 : 1</td>
</tr>
<tr>
<td>Year 3</td>
<td>1.48 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>1.08 : 1</td>
</tr>
</tbody>
</table>

Participant Quotes

“SCFYM provides a positive and supportive environment that helps me stay focused in school, on my work and my personal well-being. Becoming a young mother comes with a territory of responsibility. As an individual I had challenges with staying focused on my studies, and I am thankful for the opportunity to enhance my education with the support of the SCFYM program.”

“The SCFYM program helped me out a lot. I dropped out at a young age and it was hard for me to get back into school. I am a young single mother of two girls. This program allowed me to get back into school. I started out with zero credits and by the time the school year was done I finished with 21 credits. I’m very proud of myself and very grateful for this opportunity. I get a lot of support from the other students and mentors. I look forward to finishing my school.”

Looking Forward

After implementing the SCFYM program, community leadership was able to truly see how important it is for a program like this to exist within the community.

Overall, the program was highly successful as it was able to impact participants’ lives in a positive way, which is priceless to the community. It is often the non-tangible change that reaps the most reward. The program has helped to rebuild the lives and self-esteem of our young mothers.

SCFYM has assisted in keeping families intact, and has even contributed to helping a young mother regain access to her child who was previously in care.

In reflecting on best practices and lessons learned for the future, it is imperative that the site has on-going local leadership support, a permanent location, dedicated staff, and student readiness.

Participant Outcomes

The SCFYM program is widely successful in the community.

<table>
<thead>
<tr>
<th>Increased high school completion rates</th>
<th>Decreased negative behaviour</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased awareness of community support systems</td>
<td>Reduced likelihood of involvement in criminal activities</td>
</tr>
<tr>
<td>Reduced instances of substance abuse</td>
<td>Reduced likelihood of reliance on welfare</td>
</tr>
<tr>
<td>Minimalized child welfare involvement</td>
<td>Increased access to community supports</td>
</tr>
</tbody>
</table>
Social Return on Investment (SROI) Case Study:
Safe Communities Innovation Fund
EXCEL ASSISTED REINTEGRATION FROM CUSTODY TO HOME (ARCH)

“IT’S THE MOST SUCCESSFUL PLACE I’VE BEEN AT. I STAYED SOBER AND CLEAN AND NOTHING BAD HAS HAPPENED EVER SINCE. THEY JUST STEERED ME ONTO THE RIGHT PATH.”
– Program Participant

Program Background

The ExCel Discovery program at Enviros focuses on the external factors influencing community reintegration of young offenders. By providing a safe environment that fosters positive growth, this specialized therapeutic program enables youth serving open custody sentences to effectively transition back into their home communities.

Unfortunately, the length of the open custody sentence at ExCel does not always correspond to the length of time participants need to consolidate their progress. This leaves a gap in service where youth are not always ready to take on the challenges and stresses waiting for them in the community, some of which were catalysts for their original offending behaviour.

The Assisted Reintegration from Custody to Home (ARCH) program fills the gap and complements the ExCel Discovery program by providing post-discharge service through an individualized support plan facilitated by reintegration specialists. The aim is to consolidate and maintain the youth’s progress while in the therapeutic open custody program at ExCel.

Participant Outcomes

The adolescents (age 15-18 years old) involved in both the ExCel and ARCH programs have all been involved in the criminal justice system. Prior to their involvement in the program, most of the youth have led chaotic lives, and they are often unable to receive support from their families, as they may have previously experienced violence and abuse in their homes. Often, participants are homeless or have lived on the streets for a period of time. Despite their young age, many have been exposed to drug use, some have developed addictions, and a few have been involved in selling drugs. Many of the participants also have significant mental health concerns, and potentially undiagnosed mental illness.

The ARCH program seeks to address this chaos in the lives of participants so that as they reach the end of their open custody sentence, they are less likely to become involved in crime again.

By addressing these issues, crimes in the community are avoided, social value is created through reduced crime activity, and participants benefit in the long-term from having support in establishing stable situations in their lives.

Valuing Change: Social Return on Investment

Social Return on Investment (SROI) analysis was used to capture the social value of the outcomes produced by investment in the ARCH program. Through SROI analysis, the outcomes of

Theory of Change

If young offenders transitioning out of custody who are at a greater risk for recidivism, receive support for successful reintegration into their community, then they are more likely to achieve stability and succeed as law-abiding citizens.
the program were carefully mapped, enabling a clear understanding of the links between program activities and the social change resulting from these activities.

The analysis looks at the outcomes for 121 participants over the three-year pilot project. In order to determine the total present social value created, outcomes were assigned financial proxy values to represent the social value associated with changes experienced by participants of the program. These proxies included justice costs such as court, police time, incarceration, victimization, cost of crimes, as well as value to participants such as finishing high school, part time employment, reduced addictions, and counseling.

The Value of Annual Investment

The SROI analysis of the ARCH program found that for every dollar invested in the program, an average of $13.37 of social value was created ($9.04 in social value in the first year of operation, $17.34 of value in the second year and $13.74 of value in the third year).

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>9.04 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>17.34 : 1</td>
</tr>
<tr>
<td>Year 3</td>
<td>13.74 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>13.37 : 1</td>
</tr>
</tbody>
</table>

Throughout the analysis, conservative estimations of social value were taken, and each proxy was considered in terms of the amount of the change actually attributable to the program (and discounted for that change determined not to be a direct result of the ARCH).

Since not all social value can be adequately captured in financial terms, the values presented above represent the minimum value created through the program, and the actual value is likely higher.

Looking Forward

These results indicate there is significant value in addressing the gap in service for youth exiting the ExCel program after their open custody sentence has been served. By supporting these youth, they experience an increase in their quality of life, and a decrease in their propensity to commit crimes, leading to safer, and healthier communities.

“I got a full time job and actually have money in the bank. I passed grade 10 and am in grade 11 now.” - Participant

Recipients of Safe Communities Innovation Fund, Alberta Justice and Solicitor General
Social Return on Investment (SROI) Case Study:
Safe Communities Innovation Fund
REACHING FOR A GOOD LIFE (RFGL)

"Reaching for a Good Life has opened my eyes and made me more aware of myself and other people." – Program Participant

Program Background
The Family Centre exists to foster healthy families in healthy communities. We strive to achieve our mission by building upon the principle of "Strength to Families":

- Healthy individuals and families
- Healthy organization
- Healthy neighbourhoods and communities

The Reaching for A Good Life (RFGL) Program is for men who experience conflict in their intimate relationships and struggle to resolve their issues in non-abusive and non-violent ways. It is an innovative, strength-based, reventative program targeting men who are not typically served by family violence programs.

The goal is to reduce and eventually eliminate all abusive and aggressive behaviour in participants’ intimate and family relationships, and to empower them to engage in community initiatives that increase the safety of people within families.

Participant Profiles
The program is voluntary, but the men are sometimes referred by the court system, probation, or Child and Family Services. While men who are mandated by the courts and Children’s Services will be accepted into the program, a mandate is not required or expected. The program does not want to duplicate services already available in the community.

About 40 men are currently served per year, over the course of four different groups. All of the men involved in the program recognize that their abusive behaviour has hurt those that they love, and they enter the program with a degree of willingness to change.

Case Study: Regulate Emotions
Prior to attending the RFGL Program, C’s abusive behaviours towards his partner were escalating and had started to put their relationship in jeopardy. The police had been called to their home several times, and not only had he been charged, it was likely that he would also lose contact with his children if he did not address the deeper issues that were contributing to his violent outbursts.

After attending the program, C addressed concerns between himself and his partner, resulting in fewer and less intense escalations. He indicated that the group helped him understand his own emotions, and he uses breathing exercises to help regulate anger. He also shared that he is able to be more open with his partner about his emotions, resulting in a more honest relationship.

Due to his ability to respond appropriately to feelings of anger, he is also repairing his relationship with his children, and police have not had to attend their residence for family conflict since.

Theory of Change
If men who are engaging in aggressive and abusive behaviours in their intimate and familial relationships, have the opportunity to learn more effective and healthy ways to achieve what a good life means to them, then they will reduce or eliminate abusive behaviours, their relationships will be more stable, and their spouses and children will be safer.
Participant Outcomes

Participants report the following outcomes:

- Improved self-regulation
- Increased awareness of others
- Improved communication skills
- Better interpersonal boundaries
- Improved stress management and coping skills
- Decreased use of violence against others

Social Value Created

The social value created by the RFGL Program not only includes value created for the men (i.e., intact relationships, higher self-confidence, reduced substance use), but also for their partners, children, and the government.

The forecasted value of the total value of the RFGL Program is $1,228,072 over the course of three years. The investment made to achieve this annual social return is $185,296.

The SROI analysis has provided evidence that a value of 6.49:1 has been created through the RFGL Program. This means that for every dollar invested, $6.49 is created as value for the participants, their families, and the Province of Alberta.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
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</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>9.42 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>4.87 : 1</td>
</tr>
<tr>
<td>Year 3</td>
<td>5.19 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>6.49 : 1</td>
</tr>
</tbody>
</table>

Participant Quote:

“You could speak relatively freely in that room, and you know, no other guys were judging or whatever. It didn’t matter; you could just get it out.”

Looking Forward

The RFGL Program will continue to run two groups per year. However, additional funding would allow The Family Centre to do two separate things:

1. Offer services at a lower cost, or no cost, to members of the community who may not have external funding sources
2. Adapt relevant portions of the curriculum to a female audience and begin offering the group to women who are violent in their intimate relationships and families
Social Return on Investment (SROI) Case Study:
Safe Communities Innovation Fund
COMMUNITY ACTION FOR HEALTHY RELATIONSHIPS NETWORK (CAHR)

“\textit{I saw a huge change in my client. When he first came into my office, he was so angry and had absolutely no insight into his anger. He was verbally intimidating and aggressive. Now after the program I deal with a man who shows insight into his behaviour. He checks his attitude, has volume control, and significantly reduces his aggressive language.}” – Program Staff

Program Background

The need for rural communities to share resources is critical for the delivery of innovative and effective services that support people struggling with relationship abuse and family violence.

The Community Action for Healthy Relationships (CAHR) Network’s approach demonstrates a partnership that has a positive impact on people’s lives. Clients are learning about the impact and effect of family violence (FV) and relationship abuse (RA), and they receive supportive outreach services which connect them to local agencies and organizations, including the Creating Change for Healthy Relationships program to help people move forward and rebuild their lives.

In the past, people who were convicted of assault and court-ordered to seek treatment or counselling for family violence, had no services available locally (in the three communities of Athabasca, Barrhead, and Westlock), prior to the CAHR network developing the ‘Creating Change for Healthy Relationships’ program. The closest services required a one to two hour drive, one way, to access services.

Referral partners reported that participation in these programs outside of CAHR Communities was sporadic and problematic due to travel distance, cost of transportation, employment and child care issues.

Program Description

The Creating Change program is approximately 35 hours in length and is adapted from the Duluth Model which holds people accountable for their actions, embraces victim safety, and promotes a coordinated community response to violence. The program aligns with Provincial Family Violence Treatment Program Standards developed by Alberta Health Services (draft 2012).

CAHR referrals are generally:

- 51 per cent Probation services (Alberta Justice and Solicitor General)
- 16 per cent CAHR Outreach
- 13 per cent Family and Community Support Services
- 11 per cent Children and Family Services

Valuing Change: Social Return on Investment

Social Return on Investment (SROI) analysis was used to capture the social value of the outcomes produced by the investment in the CAHR network. Through SROI analysis, the outcomes of the program were carefully mapped to the program’s data collected, enabling a clear understanding of the links between the activities of the program

Theory of Change

If families at risk of being torn apart by family violence have access to men’s and women’s treatment programs and supportive outreach services through collaborative partnerships to ensure responsive community protocols, then they will develop healthy intimate relationships and thereby reduce relationship abuse in our rural communities.
and the change resulting from these activities. Using a conservative approach, the administrative data in combination with the program evaluation results, helped to formulate the social value created by the CAHR network within the three communities of Athabasca, Barrhead, and Westlock.

Social Value Created

The SROI ratio created for the CAHR network indicates that in the course of its first three years (and estimating the benefits that will be achieved in the fourth year), the social value of the CAHR network is $3.71 for every dollar invested.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>1.92 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>2.62 : 1</td>
</tr>
<tr>
<td>Year 3</td>
<td>4.60 : 1</td>
</tr>
<tr>
<td>Year 4</td>
<td>*5.71 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>3.71 : 1</td>
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</tbody>
</table>

* Year 4 estimated, based on Year 3 results

Evaluation results completed to date indicated that the needs of families living in these three rural communities are being met. Additionally, there is a significant amount of social value afforded to the communities involved as well as to the broader region.

Program Outcomes

The realization of key short and medium term outcomes, as described in CAHR’s detailed program logic model, contributed to this social value creation. These outcomes included:

- Men developing coping skills, understanding and empathy
- Men becoming more aware of effects of violence on their children’s development
- Women becoming more aware of supports and services available in the community
- Enhancing service delivery by coordinating services and sharing resources

Looking Forward

Given the complexity of family violence and relationship abuse, collaborative efforts and the regional coordination of services, has been essential to address the barriers and gaps identified in serving people dealing with this challenging issue.

The CAHR network was developed as a direct response to the incidents of family violence and relationship abuse occurring in Athabasca, Barrhead and Westlock. Healthy relationships are the foundation of safe and caring communities in Alberta. CAHR’s vision is to have our rural communities free of relationship abuse.

“As I drop to my knees to be forgiven and to forgive, All I know is that it makes it easier to live, those little eyes that look up to me, they walk down the path and give me light to see, how can I be a role model to my kid?” – Selected verse from poem written by male participant, Creating Change Treatment Program (2012)
Program Background

In 2010, the High Level Community Policing Society, in partnership with the local RCMP detachment, North Peace Tribal Council Child and Family Service, and Northwest Alberta Child and Family Services Authority, received funding to address the high level of domestic violence in the region.

The proposal was for a comprehensive and coordinated team response to an issue characterized by repeat offences, alternation of roles between victims and offenders, and a close association with alcohol abuse. Those involved in domestic violence are often a highly disadvantaged group reflected in low education, employment, and income levels.

Project Outcomes

• A team approach to the family was implemented with RCMP, victim therapist, and child welfare
• Joint visits helped families see that domestic violence offences are serious, but that services are available to help the family and keep children safe

Theory of Change

If victims, offenders, and children involved in domestic violence simultaneously receive a comprehensive and coordinated response that holds offenders accountable, provides support for the victim, ensures safety for the children, and provides counselling for all, then the cycle of violence will be broken.
• Offering services from offices in outlying communities increased the reach of the project beyond those living in High Level
• Victims took steps to gain a life free from domestic violence, such as leaving the offender, going back to school, going for addictions treatment, and reporting further offences by their partner to the police
• Offenders attending group therapy acknowledged responsibility for their behaviour, and some also attended addictions treatment or other services
• Three quarters (77 per cent) of offenders coming to the attention of the DVRU did not reoffend after 12 months (67 per cent after 24 months)

Valuing Change: Social Return on Investment

The project evaluation tracked program implementation as well as recidivism and other outcomes for the period from October 2010 to June 2013. The data was used in the Social Return on Investment (SROI) analysis. Where appropriate, financial proxies were selected to represent the monetary value of achieving outcomes.

Social Value of Investment

Based on evaluation data, the SROI ratio was calculated as 2.49:1. This means that over three years, the return for investing in the DVRU project is $2.49 for every dollar invested. The analysis was very conservative, since it does not include benefits to which a dollar value could not be attached, such as increased feelings of safety for children and victims, and efficiencies created due to collaboration.

Financial Proxies Used to Represent Sources of Social Value

<table>
<thead>
<tr>
<th>Positive life changes due to therapy</th>
<th>Cost of addictions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduction in domestic violence</td>
<td>Cost of police response to DV, court costs, legal aid, incarceration</td>
</tr>
<tr>
<td>Reduction in victims’ pain and suffering as well as injuries</td>
<td>Value of pain and suffering, medical costs for injuries resulting from domestic violence</td>
</tr>
<tr>
<td>Reduction in exposure of children to domestic violence</td>
<td>Cost of children’s services investigation, cost of out of home placement</td>
</tr>
<tr>
<td>Prevention of homicide</td>
<td>Cost of police response, investigation, court costs, remand, federal incarceration, legal aid</td>
</tr>
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</table>

<table>
<thead>
<tr>
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<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
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<td>Year 3</td>
<td>2.76 : 1</td>
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<tr>
<td>Average</td>
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</tr>
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</table>

Looking Forward

The DVRU delivers a variety of resources to high-need areas. The program has experimented with different ways of serving victims and offenders, and has demonstrated the value of a comprehensive approach. Sustainable funding will ensure the project continues making a difference in the lives of those affected by domestic violence.
Program Background

The High Prairie Native Friendship Centre created the Police Cadet program to engage low-income Aboriginal youth in activities that would build leadership skills, pride, and motivation to succeed.

The program was created for boys and girls over the age of six and includes weekly activities such as training with wooden rifles, compass navigation, first aid, drug-abuse, and anti-bullying workshops.

Program Goals

By providing High Prairie Aboriginal youth with an accessible program, the likelihood of problematic behaviours occurring now and in the future will decrease. The Police Cadet program aims to do the following:

- Build self-confidence
- Build peer relationships
- Develop a positive relationship with authority
- Improve participant behaviour
- Improve school performance

Participant successes include increases in positive behaviour within the program and community, motivation to engage and improve the community, and a reduction in crime. Without the Police Cadet program, Aboriginal youth would be increasingly at risk of becoming involved in or experiencing the following:

- Gang involvement
- Drug abuse
- Conflicts with authority
- Negative experiences with law enforcement
- Lack of ambition and discipline

Participant Outcomes

- Enhanced connection to community
- Reduced likelihood of participation in criminal activity
- Increased awareness of community supports
- Opportunities for self-development, motivation, and discipline
- Improved perceptions of law enforcement
- Positive interactions with law enforcement

Social Value Created

Over the course of the Police Cadet program, positive indicators of success were identified through quantitative and qualitative data.

The Police Cadet program’s positive outcomes included an increase in mentoring relationships, enhanced community connections, and the development of a positive relationship with law enforcement.

Theory of Change

If children who are at greater risk of drug use, gang involvement, early unplanned pregnancy, and dropping out of school become involved in the High Prairie Cadets Program, then they can learn to build healthy relationships, increased self-confidence, perform better in school, and develop goals for the future, which will make them more likely to become law-abiding citizens.
Valuing Change: Social Return on Investment

The Police Cadet program’s primary objective is to engage potentially at-risk Aboriginal youth in order to avoid current and future costs associated with negative behaviours. Change can be monetized in the following areas:

- Cost of youth court
- Cost of legal aid time
- Probation and parole costs
- Addiction treatment facility
- Cost of incarceration
- Cost of homelessness

Unfortunately due to unforeseen circumstances data was not available and therefore a Social Return on Investment calculation was not able to be completed for this project.

Achievements and Key Learnings

The following were outlined as achievements and key learnings of the Police Cadets program:

- Developing strong connections with local police
- Connecting with other youth from communities
- Increased school attendance
- Increases in positive behaviour and confidence
- Developing stronger connection with community
- Learning Aboriginal culture from Elders and community members
- Finding a dedicated RCMP officer willing to commit to the program and cadets
- Being able to begin implementing a work plan as well as starting to develop longer term goals for the program

Highlights

The highlight of the program was the great relationship that was built between the RCMP officer and the cadets. A new officer joined our program last year and has been a positive addition, as he has taken the time to plan interactive activities for the cadets. This will allow for a trusting, long-term relationship to be established, as having a dedicated officer will allow the program to really expand and achieve more than originally expected.

Looking Forward

The Police Cadet program now has a dedicated RCMP officer of Aboriginal descent committed to working with the youth and with the program. With the officer in place, we can now utilize our work plan and continue to introduce cultural programming so that the youth can learn discipline, leadership skills and develop an appreciation for Aboriginal culture.
Social Return on Investment (SROI) Case Study: Safe Communities Innovation Fund
DOMESTIC CONFLICT RESPONSE TEAM (DCRT)

“The [DCRT] service totally changed my husband’s attitude. Now there is no fighting at all. We even went on a family vacation together.” – Program Participant

Program Background

The Domestic Conflict Response Team (DCRT) is a partnership between Calgary Police Service (CPS), Child and Family Services (CFSA), HomeFront, and Closer to Home Community Services. It operates in specific geographic areas of northeast Calgary (CPS District 5) and southeast Calgary (CPS Districts 6 and 8).

The project mandate is to provide a collaborative, timely, and effective assessment, intervention, and connection to community services for people dealing with chronic and/or high-risk incidents of domestic conflict.

Two different models were piloted. North DCRT, managed from CPS District 5, focused on domestic conflict situations that were uncharged, chronic and/or high risk. South DCRT, managed from the South CFSA offices, focused on families with children, where the case did not meet the mandate for CFSA intervention.

The DCRT program recognizes the overlap between CPS and CFSA clients, ensuring an effective coordinated response to domestic conflict situations that focuses on building family resiliency and stopping the cycle of conflict.

Participant Outcomes

The results of intervention in domestic conflict situations are not felt by a single individual, but are part of a complex network of outcomes related to families, child success, and the community overall.

Participants in the DCRT program generally experience a decrease in or cessation of violence in their home lives. This then results in decreased feelings of victimization and pain and suffering from conflict. It increases feelings of empowerment and moves families from guilt and shame to resolution of core issues. Children in these situations are positively impacted by improved family functioning, allowing them to stay with their families, succeed in school, and interact with their peers in a healthy way, as well as learning healthy relationship models within their family.

Participants have indicated that the support provided through the DCRT program was very helpful in reducing and resolving the conflict in their relationships. Participants also indicated that connection to appropriate services has led to positive changes for themselves and their families.

Social Value Created

The DCRT program creates social value by decreasing violence in families, improving family functioning, and increasing family resiliency, leading to families who are better able to function

Theory of Change

If people impacted by high risk and/or chronic domestic conflict situations have an effective and timely post-incident domestic conflict team (DCRT) assessment and response, then the situation is likely to be improved and the probability of future domestic conflict incidents would be reduced.
and contribute in the community (i.e., fewer days missed at work), and are less in need of supports directly related to violence (i.e., emergency room, police calls, etc.).

Furthermore, reducing the number of victims of violence in the home results in less pain and suffering and other psychological impacts related to violence. Reducing home conflict, in turn, positively impacts community service systems by reducing the need for front line responses to violence (i.e., police, ambulance), justice system processes (i.e., court orders, prosecution, incarceration), and long-term break-down of families (i.e., CFSA interventions). Value is thus created in the community by empowering and strengthening families so that conflict leading to violence is reduced and the family (perpetrator, victim, and children) can be safe and productive.

Valuing Change: Social Return on Investment

The social value created through the DCRT program can be monetized using the Social Return on Investment (SROI) methodology to demonstrate the value of investment in the project. Through this process, financial proxies were assigned to the outcomes (changes) identified that occurred because of the program. These proxies are related both to service system savings through reduced demand for services or “cost reallocation” (i.e., justice system costs, health care costs, CFSA costs), and the reduced personal costs to participants (i.e., cost of pain and suffering from assault).

The Value of Annual Investment

The SROI ratio calculated for the DCRT program indicates that over the course of three years, the overall social value of investment in the DCRT program is $2.67 for every dollar invested, with year 1 seeing $2.48 created, year 2 seeing $2.24, and year 3 seeing $3.31. It should be noted, however, that the ratio presented through this SROI analysis is a conservative estimate of the overall social value created by the program.

Due to the inability to monetize many intangible outcomes (i.e., increased sense of safety, new efficiencies created due to system collaboration), and because of the application of different discounts (i.e., attribution to account for the change that could be potentially attributable to others), the social value presented here is only part of the total social value created through investment in the DCRT program.

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Present Value</th>
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<th>Total Net Value</th>
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<td>$3,093,202</td>
<td>$5,532,620</td>
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</tbody>
</table>

Funding Year | SROI Ratio
--- | ---
Year 1 | 2.48 : 1
Year 2 | 2.24 : 1
Year 3 | 3.31 : 1
Average | 2.67 : 1

Looking Forward

The DCRT program was designed to bring major service systems together in a collaborative approach to address unresolved domestic conflict situations in a more effective way. Three-year pilot funding from the Safe Communities Secretariat along with contributions from the Calgary Police Service and CFSA, HomeFront, and Closer to Home, allowed for the development and pilot implementation of the DCRT program in two areas of Calgary.

The effectiveness of the DCRT program in the pilot communities as well as the demonstration of value creation illustrated through the SROI, indicates that not only is the continuation of DCRT a worthwhile investment, but a strong case can be made both financially and socially to expand the program citywide.

“We DCRT helped me get an EPO (Emergency Protection Order) and get the guns out of the house that I didn’t even know about.”
- Program Participant
**Social Return on Investment (SROI) Case Study:**

**Safe Communities Innovation Fund**

**HIGH RISK MANAGEMENT INITIATIVE (HRMI)**

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### Fast Facts

**Service Overview:**
- 33 cases
- 21 inactive or closed

**Offender Risk Profile:**
- 91 per cent stalking
- 91 per cent substance abuse
- 88 per cent more than one victim
- 70 per cent threatened to kill someone

**Key Outcomes:**
- No homicides to date
- Victims feel safer
- Increased communication/coordination among systems
- 30 per cent of offenders respond to treatment
- 70 per cent of offenders respond only to containment strategies

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### Program Background

The High Risk Management Initiative (HRMI) is a collaborative pilot project that works with extremely high-risk domestic violence cases that have a long, repetitive, and serious criminal history. HRMI provides in-depth assessment, enhanced monitoring, access to treatment and intensive case management for the offender, as well as in-depth safety planning, safety monitoring, and case management for the victim.


The targeted strategies developed through HRMI collaboration increase safety for victims and children, and decrease or contain the offender’s level of serious and chronic re-offending.

### Program Outcomes

The most important outcomes for HRMI were the collaborative processes and systems changes that enhanced the ability to keep victims safe and prevent potential homicides/suicides by the offenders.

HRMI has gained significant insight into these extremely high-risk offenders and the unique vulnerability profile of their victims. HRMI outcomes show that only about 30 per cent of these offenders respond to treatment interventions, while the other 70 per cent are highly likely to reoffend or move on to victimize another future partner.

Many offenders have a history of childhood abuse/neglect, mental health problems, and substance abuse issues. This underlines the importance of early intervention/prevention strategies with children who witness or experience violence.

One of the biggest successes of HRMI has been the improved coordination and communication among major systems such as police, courts, corrections probation, mental health, and children’s services.

### Social Value Created

HRMI creates social value by increasing safety of high-risk domestic violence victims and their children, and decreasing potential for episodes of extreme violence by offenders. Reducing domestic violence results in less pain and suffering, as well as other psychological impacts, for victims and children.

The increased communication, collaboration, and systems change result in more efficient and effective functioning for community service.

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### Theory of Change

If chronic high-risk domestic violence offenders receive collaborative, proactive, specialized and intensive case management, then there would be a noticeable stabilization of the client, a more effective use of system resources, and ultimately a long term reduction in chronic and severe incidents of domestic violence.

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**Contact Details:**

**HomeFront**

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Social Return on Investment (SROI) Case Study: Safe Communities Innovation Fund

systems and providers. These system changes and increased coordination allow system partners to manage violent offenders more effectively, reducing the potential for homicide, suicide, and other forms of extreme violence.

Social value is created by preventing and reducing violent incidents and by empowering and strengthening victims to move on to a safer, peaceful, and more productive life.

Valuing Change: Social Return on Investment

The social value created through the HRMI can be monetized using the Social Return on Investment (SROI) methodology to demonstrate the value of investment in the project. Through this process, financial proxies were assigned to the identified outcomes (changes) that occurred because of HRMI. These proxies are related both to service system savings through reduced demand on services or “cost reallocation” (i.e., justice system costs, health care costs, CFSA costs), and the reduced personal costs to participants (i.e., cost of pain and suffering from assault).

The Value of Annual Investment

The SROI ratio calculated for the HRMI program indicates that over the course of three years, the overall social value of investment in the HRMI program is $2.34 for every dollar invested, with year 1 seeing $1.93 created, year 2 seeing $2.06, and year 3 seeing $3.04. It should be noted, however, that the ratio presented through this SROI analysis is a conservative estimate of the overall social value created by HRMI.

Due to the inability to monetize many intangible outcomes (i.e., increased sense of safety, new efficiencies created due to system collaboration), and due to the application of different discounts (i.e., attribution to account for the amount of change potentially attributable to others), the social value presented here is only part of the total social value created through investment in the HRMI program.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>1.93 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>2.06 : 1</td>
</tr>
<tr>
<td>Year 3</td>
<td>3.04 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>2.34 : 1</td>
</tr>
</tbody>
</table>

Looking Forward

The HRMI program has brought major service systems together in a collaborative approach to address extremely high-risk domestic violence situations in a more effective and coordinated way. The first three years of the pilot demonstration of HRMI was implemented with funding from the Safe Communities Secretariat along with in-kind contributions from the partner agencies. Over the first three years, system gaps have been identified and system partnerships expanded to make the program even more effective.

The effectiveness of the HRMI program, as well as the demonstration of value creation illustrated through the SROI, indicates that the investment in HRMI is worthwhile and the program should be continued. HRMI partners agree that the gains made in system coordination and management of violent offenders should be sustained.

HRMI helps to make our communities safer.

“Communication with regards to court dates, recent police involvement, treatment, and safety planning, has been instrumental in passing on important information to case workers.” – Program Partner

Recipient of Safe Communities Innovation Fund, Alberta Justice and Solicitor General 103
Social Return on Investment (SROI) Case Study: Safe Communities Innovation Fund
RECLAIMING YOUTH WITH HOPE

“It opens up their outlook on life. They know they can’t be confined to their reserve but if they have education they can go out there.” – Program Staff

Program Background

The foundation for a Hope-Focused Service Learning (HFSL) project is built on the premise that the prospect of hope encourages individuals to work toward a desired and possible future.

The connections between HFSL and prevention are deep and basic. Perhaps the deepest and most basic is that young people who are engaged in defining, solving, and evaluating solutions to problems are less likely to engage in risky behaviours. HFSL combines service to the community with student learnings and hope practices, in a way that improves both the student and the community.

Work at the Hope Foundation demonstrates that individuals who do not see a future for themselves have difficulty attaining goals. Once they can identify their hopes, they are able to progress to the next step of setting goals and then moving towards them.

A HFSL program is divided into five phases:

- In the first phase, students and their teachers explore their hopes and service in a particular subject
- In phase two, they examine hope in their school, neighbourhood and/or community. After they conduct a community needs assessment, they plan a community project, with the help of community mentors and members
- In phase three, students interact with school or community members to carry out a project. Students track what they are learning about themselves, their hopes, and how they are bringing hope to the community through digital stories
- In phase four, students complete a formal evaluation of their project
- In phase five, students, community mentors and members, parents, and their teachers celebrate what they have learned about themselves and their community

Combining service to the community through academia enables youth to learn and develop personal and social skills. Defining, solving, and evaluating solutions to real community issues through the lens of hope encourages a sense of belonging, goal setting, and responsibility for one’s actions. Working alongside mentors from the community provides youth with connections and supportive relationships that help motivate and sustain their hopes into the future.

HFSL engages students in the educational process by using what they learn in the classroom to solve real-life problems in the community. Students build character, and become active citizens and community members, as they work with others in their school and community to create service

Theory of Change

If youth who have difficulties envisioning a hopeful future for themselves, participate in a Hope Focused Service-Learning program, then they should become engaged in school with a vision for future career choices and turn from crime as a way of life.

Fast Facts

Overview:

- Students showing increased evidence of dreams and hopes for their future
- Students have an increased awareness of future opportunities
- Students involved in the Hope-Focused Service Learning project became ambassadors of hope to their peers

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projects in areas like education, public safety, and the environment. Young people who are engaged in defining, solving and evaluating solutions to problems are less likely to become overwhelmed by those problems.

Because hope is the motivating force behind resilience, HSFL provides opportunities for participants to uncover and connect to their own hope, giving them resources they need when presented with difficult life choices.

Participant Profile
The participants of this study include: students 13-16 years old that attend Montana School and Mother Earth Charter School; principals and teachers of those schools; families of the participating students; and members of the community. There were no specific inclusion or exclusion criteria.

Social Value Created
The hope project provided an opportunity for the participating students to expand their horizons and to begin to imagine a potential future. Providing opportunities for the students, their parents, and members of the school and community to discuss hope, had tremendous social value. The true nature of this program may not truly be known for several years. However, the students' words and behaviours suggest that the impacts will be beneficial.

In addition to the direct impact that the program had on the students who participated, there were several instances of the hope project being expanded and shared by the students with their fellow students who were not part of the program. For example, in one session, students were asked what types of projects they wanted to be involved in. In response, several students indicated they wanted to work with younger children in the school to mentor them in hope language and behaviours. A second example is that in one school, a “hope” area was set up. Students spent time decorating and taking ownership of the space, and other children in the school, as well as visitors, could also make use of the space.

The broader community can also benefit from the program as students involved in learning to use hope become more involved in their community.

Finally, as students continue to use hopeful language with their peers, in their families, and with others, they are becoming hope ambassadors. They are able to provide the language of hope to those they come into contact with, and they are able to model hopeful behaviour.

The Value of Annual Investment

<table>
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<th>Funding Year</th>
<th>Total Present Value</th>
<th>Total Input</th>
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</tr>
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<td>22.71 : 1</td>
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</table>

Looking Forward
As mentioned, one of the major challenges with trying to measure long-term social impacts is that it is likely to be many years before the full effects of participation in the program are manifest. As the children become older and are able to make more and more of their own decisions regarding what they want to do with their lives, having a hopeful outlook and positive aspirations will be beneficial to them.

Both schools involved in the project have indicated that they plan on continuing with the Hope project. Additionally, several other schools have also indicated a willingness to incorporate hope into their schools.
“Thank you for helping me be a better person and make a better [relationship] with my Mom and other people.” – Program Participant

Program Background

New Roads is a free and voluntary early intervention program for children 7-11 years old who engage in, or are at risk of engaging in, offending or challenging behaviours. Screening criteria include some demonstration of antisocial, oppositional, or at-risk behaviour, and at least one parent’s willingness to participate.

New Roads uses SNAP® (Stop Now and Plan), an evidence-based model for crime prevention with young children and their families. The program helps children and their families understand behaviours and learn strategies to promote positive and safe relationships within the family, the community, and the school. These strategies are also used to promote healthy problem solving, respecting self and others, self-control, and managing frustration and anger in a manner that demonstrates healthy coping mechanisms.

New Roads is offered through a partnership that includes Hull Services, The City of Calgary Community and Neighbourhood Services, and the YMCA Calgary.

Program Components

- SNAP Groups (weekly for 13-16 weeks):
  - Parent/Caregiver
  - Child (Boys and Girls)
- Recreation (one hour weekly):
  - Children participate in recreation activities for one hour prior to the SNAP group sessions.
  - Recreation provides a positive space that promotes encouragement, cooperation, fair play, positive coping, and fun. This component includes family and summer day camps
- In-home visits (on-going):
  - Meeting families in their home or at the New Roads office to support skill-building and family integration of material learned at the SNAP group sessions
- School support (as needed):
  - At the family’s request, New Roads will visit the school to share strategies with teachers that promote success for the child in the school setting
- Mentor (as needed):
  - Mentors are trained and then matched with interested child/family.
  - Mentors aim to develop a positive relationship with a child and engage in healthy and fun community activities

Theory of Change

If children 7-11 years old who demonstrate ineffective social and coping skills or are engaging in criminal or offending type behaviour, participate with their family in the Stop Now and Plan (SNAP®) program, then these children will have improved impulse control and decreased risk of criminal behaviour, and their families will have a stronger sense of self-reliance.
Participant Profile

The children participating in New Roads programs are at high risk of delinquency, as evidenced by the manifestation of various behavioural issues (i.e. aggression, fire setting, vandalism, etc.). If problems are not addressed early, research indicates that prognosis is quite poor.

Participant Outcomes

Children with disruptive behaviour problems become increasingly resistant to change with age despite treatment efforts (Bernazzani & Tremblay, 2006). For some children, there appears to be a progression of behaviour when left untreated. The trajectory for those who ended up in court for serious offences at age 14.5, began with minor problems at age seven years old, progressing to moderate/serious behaviour problems at age 9.5, serious delinquency offences at age 11.9, and serious violent offences at age 14.5 (US Dept. of Justice, OJJDP, 1999 as quoted by Augimeri 2006 Child Welfare League of Canada Teleconference Series).

In New Roads, 87 per cent of children scored in the clinical or borderline range for behavioural disorders on the Child Behaviour Checklist (CBCL). Caregivers of these children may experience increased frustration with their child, leading to strained relationships both within and outside of the family, potential social isolation, potential involvement of Child and Family Service Authorities, loss of time from work due to child’s behavioural difficulties both at school and at after-school care.

While these challenges exist, it is important to note that the New Roads program is based on a proven best practice model with extensive standardized testing and a high level of confidence in actual results. Longitudinal research from the Child Development Institute shows that 92 per cent of boys and 97 per cent of girls who participate in SNAP show no criminal behaviours at age 15 years old.

“I think SNAP works because I used to freak out before, and now I do not.” – Program Participant

Valuing Change: Social Return on Investment

A Social Return on Investment (SROI) analysis was used to capture the social value of the outcomes produced by investment in the New Roads program. The analysis looked at the outcomes for 70 children and caregivers over the three years of the pilot project. The SROI ratio, which is based on the total value created divided by total investment, indicates that over the three-year pilot, the average social value of investment in the New Roads program is $3.50 for every dollar invested.

Value was created in areas such as improved education, increased family stability, reduced delinquent and criminal behaviours, reduced need for clinical services, and reduced need for child welfare interventions. What is not represented in the financial proxy values is the immeasurable benefit to the child in terms of their own self-esteem, confidence, problem solving and coping skills, and improved peer and adult relationships. These positive changes in the child’s internal sense of well-being and opportunities to have friends, have fun, participate in their community, and enjoy their family life cannot be fully reflected in the financial values represented in the SROI. In addition, the parent’s sense of relief, reduced stress, and increased confidence in their parenting has a positive impact on the whole family, and cannot be represented in the SROI ratio.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>5.14 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>1.63 : 1</td>
</tr>
<tr>
<td>Year 3</td>
<td>3.74 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>3.50 : 1</td>
</tr>
</tbody>
</table>

![Annual Present Social Value](chart.png)
Social Return on Investment (SROI) Case Study: Safe Communities Innovation Fund
EDMONTON URBAN GAMES

“I feel like I’m in complete control of my mental, physical, and emotional well-being. Instead of being afraid of the world, I have learned to embrace it. My voice is strong, free, and powerful.” – Program Participant

Program Background

The Urban Games Project reflected a collective commitment to address vulnerable youths’ disengagement from themselves, others, social systems, and the community. Youth facing multiple barriers become disengaged in order to survive their life conditions—conditions that are painful and involve rejection by parents, schools, and community.

Youth deal with these conditions by numbing the pain with substance abuse, then, ultimately, become involved in illegal and self-destructive activities to meet basic needs, all the while seeing themselves through the eyes of society as “bad people requiring social services.”

As recipients of social services, youth saw themselves as needy clients, not as persons with capacities and having something valuable to offer others. Perceiving youth who are engaging in high-risk behaviours as having something to offer is not easy for anyone, especially the youth. Consequently, vulnerable youth are not likely to connect with others in ways that demonstrate their capacities, talents, or abilities.

This project, framed as “shifting from closed to open eyes,” was about shifting perspectives to something different. Stereotypes imposed and accepted, needed to be challenged. Through the “lived experience of transformation,” a new sense of ‘self’ is discovered, and once discovered, may be shared with society, providing evidence that contradicts the negative stereotypes and opens up a world of possibilities for both the youth themselves and the communities with which they engage.

The Urban Games resulted in the engagement of 1,000 people in Edmonton over the two-day Festival weekend.

Social Value Created

“Live an Examined Life.” This statement was one of the key themes of this project. The Urban Games sought to create social change. The youth engaged in a journey to examine themselves and society around them, and embark on an exploration of their beliefs and the belief of society that hold people captive to negative perceptions.

The experience of exploring identity and then looking for ways to demonstrate identities filled with creativity and passion, led to the development of a festival to provide the community of Edmonton with an opportunity to “see” and experience the youth in a new way. This “opening of eyes” allowed for an opportunity to reconstruct the social fabric of belief in order to promote new ways of interacting.

The internal transformation was supported by group discussion on personal and social issues, individual development plans supported by peer

Theory of Change

If at-risk youth involved in high-risk lifestyles and the judicial system have access to youth-driven opportunities to be productive and creative, then they will discover and utilize their skills and passions, develop positive relationships, and be less likely to return to their previous lifestyles.
work, a mentor-rich environment, and individual coaching.

The external experience was supported through the manifestation of the internal discoveries in a festival showcasing the passions of the youth in developing events such as: a maze called ‘A-Maze-Ing’, which depicted a life journey of decision-making of a youth in care; the art of writing and poetry; rap music; hoop and hip hop dance; skateboarding; an urban mural; ‘H2O: How to Overcome’, an event connecting youth to resources; a fashion show; community couches for unlikely conversations; and forecasting for positive empowerment, not violence. Emerging/Promising Practices Explored and Applied:

- Youth Agency
- Relationship Building
- Risk Reduction

“It’s good to see the talent and creativity of these young people. Seeing them wanting to get ahead instead of into trouble helps us see them differently.” – Peace Officer

Participant Outcomes

Youth agency/empowerment resulted in increased self-determination, demonstrated through acceptance of personal and social responsibility. The youth co-wrote a Coaching Guidebook, Open Your Eyes. They became advocates for change and demonstrated it in their own lives. Success was defined by the youth participants as:

- Changed perceptions/interactions in how youth treated each other
- Increased pride and sense of accomplishment
- Positive growth/skill development

Social Return on Investment Indicators of Success experienced by the participants included:

<table>
<thead>
<tr>
<th>Reduced Use Of</th>
<th>Avoidance Of</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shelter beds</td>
<td>Youth incarceration</td>
</tr>
<tr>
<td>Probation Officers</td>
<td>Police in court</td>
</tr>
<tr>
<td>Income assistance</td>
<td>Police investigations</td>
</tr>
<tr>
<td>Investigations of abuse</td>
<td>Youth court processes</td>
</tr>
<tr>
<td>Emergency services</td>
<td></td>
</tr>
</tbody>
</table>

“I was blown away by the writing workshop. The level of insight that the young people have... It left me thinking that if we could actually learn what is truly nourishing to one’s spirit, in spite of circumstances, we could create better learning environments.” – Urban Games Attendee

Valuing Change: Social Return on Investment

<table>
<thead>
<tr>
<th>Highlights</th>
<th>Prior to Project</th>
<th>Yr 1</th>
<th>Yr 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shelter Bed Use</td>
<td>240</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Violent Interactions</td>
<td>19</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>Arrests &amp; Convictions</td>
<td>53</td>
<td>5</td>
<td>4</td>
</tr>
</tbody>
</table>

(Youth court/police in court/police investigations)

The Youth Business Development Team youth participated in over 20 community presentations and engaged in discussion at the Dialogue on Canadian Issues in Toronto, and the Department of Justice Youth Mental Health Dialogue in Ottawa.

Social Return on Investment was a 1.27:1 ratio. For every dollar invested in the project, $1.27 was saved in social cost. The Urban Games initiative demonstrates that long-term investment in high-risk youth creates social value and builds new pathways for understanding in both the youth and the community.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>0.88 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>1.66 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>1.27 : 1</td>
</tr>
</tbody>
</table>

Comparison of Social Value and Investment

Recipient of Safe Communities Innovation Fund, Alberta Justice and Solicitor General
Program Background

iHuman Youth Society is a non-profit organization that engages Edmonton’s traumatized youth who exhibit high-risk lifestyles, and fosters positive personal development and change.

Many of iHuman’s youth deal with multiple issues that make their lives challenging. Poverty, homelessness, addictions, mental health issues, gang affiliation, and familial neglect or abuse means our youth are often known to the criminal justice system or child welfare systems.

iHuman Youth Society’s Young Educated Long-Term Leaders (YELL) Girls Group was developed in response to a gap in services in Edmonton’s inner city. Before YELL, there were no gender specific programs for young females aged 12-14 years old experiencing risk factors leading to high-risk criminal or violent behaviours.

Using a strengths-based approach and leading edge art programming (visual art, drama, music, and fashion), YELL allowed girls to explore their identity and self-esteem. Incorporating a holistic approach to curriculum content, girls were also exposed to topics such as nutrition, mental health, sexual health, and overall well-being.

The pilot project’s primary focus was on girls already involved in the criminal justice system. The fusion of strengths-based programming with a holistic component of culturally appropriate activities and educational curriculum, aimed to develop internal resources and skills, and also encouraged resilience in the participants in order to help them succeed in maturing into healthy women.

Social Value Created

YELL Girls Group aimed to reduce criminal activity, provide participants with better health outcomes, improve school involvement, and create the potential for a healthier, more hopeful outlook on the future.

As a result of access to a strengths-based approach over time, YELL participants removed themselves from the criminal justice system and sought educational options. Physical and mental health were both improved.

With these improvements, anticipated recidivism would decrease, which would subsequently decrease demand on the justice system. Improved health would likewise lower demand for health care. Young girls with an education are also less likely to need the support of additional human and social services.

Theory of Change

If girls aged 12 to 14 years old exhibiting high-risk behaviours, have access to culturally responsive arts and strength-based programming, then they will develop internal resources and skills, build resilience towards healthy maturation, and avoid life-long criminal activity.
Participant Outcomes
Out of nine girls consistently participating in the program, the following outcomes were measured:

- **Recidivism:**
  Most participants significantly reduced or eliminated their encounters with the police and justice system. iHuman acted as an intervention, providing support to the girls in order to clear up court orders.

- **Education:**
  Seven of nine girls increased their school involvement as a result of YELL. Four participants are presently doing module education via an outreach school. This module option was created due to the persistence of iHuman staff to create educational options that ‘work’ for this population. The other three participants are presently involved in ‘alternative’ educational programs. Educational psychological assessments for five participants were conducted. The assessment allows for a more informed understanding of what issues are at play in relation to how the youth learn.

- **Health:**
  The overall health of the participants improved greatly:
  - Seven had regular access to a family doctor where concerns of both physical and mental health were addressed
  - Seven connected to counselling and to Alberta Health Services youth psychiatric services
  - Six gained access to a “harm reduction specialist” addictions counselor, who regularly visited iHuman for appointments with participants
  - Seven participated in education and support in regards to sexual and reproductive health via a public health nurse who was on-site on a weekly basis

Valuing Change: Social Return on Investment
The outcomes that triggered the indicators of change outlined above included:

- Increased engagement in matters concerning their mental health
- Gained a sense of hope and direction
- Increased school involvement, and hope for employment in the future

Fundamentally, engaging in trusting relationships is the foundation for all outcomes experienced by participants in the YELL Girls Group.

The Value of Annual Investment
iHuman’s YELL Girls Group operated on a budget of $129,575 per year, which was a blend of cash and in-kind contributions. For every dollar invested in the project, an additional $1.99 was created for society. This is based on seeing a value of $1.58 in year 1 and 2.39 in year 2.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>1.58 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>2.39 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>1.99 : 1</td>
</tr>
</tbody>
</table>

Looking Forward
iHuman has not been able to secure sustainable funds to continue the YELL Girls Group to date; however, the positive engagement and attention the participants were receiving has been subsumed into existing iHuman programming.
Social Return on Investment (SROI) Case Study:
Safe Communities Innovation Fund
YOUTH INCLUSIVE NEIGHBOURHOODS PROGRAM (YIN)

“ ... with no school background and I was afraid. I have made mistakes and done some things I’m not proud of. YIN has helped me to become more involved in school and also to reach a place where I am not afraid to dream.”
– Program Participant

Program Background

The Youth Inclusive Neighbourhoods (YIN) Program provides at-risk immigrant and refugee youth a safe environment in which risk factors that lead to violent criminal activities are addressed. The YIN Program supports youth with increasing leadership skills, creating positive relationships, and increasing confidence and self-esteem, which in return builds a supportive network for youth in avoiding violent at-risk behaviours. Youth experienced the positive outcomes of community engagement.

By engaging with individuals through volunteering opportunities, youth broadened their worldview and deepened their appreciation for their own lives and life situations. Program participants experienced greater resiliency and increased protective factors that help break the cycle of poverty, low literacy, and vulnerability to negative influences.

Social Value Created

Youth Inclusive Neighbourhoods program participants have an opportunity to create positive support networks and enhance resiliency factors that will continue to protect them from at-risk behaviours beyond the years of the project. As a result of the program, youth and their families will avoid relying on overstressed systems such as Calgary Police Service, Youth Justice, and Calgary Young Offender Centre.

As YIN staff work closely with families and youth to close the communication gap between generations, youth are provided with a strong home support network, again avoiding services such as Calgary Police Service, Family Counselling, and, in extreme cases, Child and Family Services.

The return on investment for youth at the edge of dropping out of high school is a significant monetary saving for taxpayers, and a continuing social return for society.

Participant Outcomes

• Reduction in criminal involvement
• Reduction in substance abuse
• Increased number of positive friendships and peer connections
• Reduced interventions at school/agency
• Reduced household problems
• Increased family communication and connection
• Increased trust of and respect for adult role models

Theory of Change

If immigrant and refugee youth who have been identified as being involved or at-risk of gang and crime involvement, are given access to early comprehensive intervention through one-to-one counselling, recreational activities, volunteering opportunities and skill-building workshops, then they will become positive, proactive members of the community and build healthy family relationships.

Fast Facts

By the Numbers:
• 121 youth have benefited from the Youth Inclusive Neighbourhoods (YIN) Program from 2009-2012
• 91 families received referrals to other support agencies and home visits
• 52 per cent of participants avoided intervention from a child and youth case worker
• 45 per cent avoided conflict with the law
• 54 per cent avoided guidance counselor interventions

Social Return on Investment:
• For every dollar invested in the Youth Inclusive Neighbourhoods Program, there is a return of $2.82 in social value created by the program

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Recipient of Safe Communities Innovation Fund, Alberta Justice and Solicitor General
Participant Profile

The following profile represents a youth that has been identified as extremely high-risk and vulnerable to criminal activity:

- School absence
- Low school motivation
- Lack of family support/communication breakdown
- Low socio-economic status
- Early stages of drug use
- Low future aspirations
- No ties to community/recreational activities
- Trauma
- Behavioural issues

Valuing Change: Social Return on Investment

The three-year Social Return on Investment (SROI) ratio indicates that for every dollar invested in the YIN Program, there is a corresponding amount saved per youth in the program.

<table>
<thead>
<tr>
<th>Year</th>
<th># of Targeted Youth</th>
<th>Investment per Targeted Youth</th>
<th>Yearly Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>35</td>
<td>$10,512</td>
<td>$367,935</td>
</tr>
<tr>
<td>2</td>
<td>56</td>
<td>$5,357</td>
<td>$300,000</td>
</tr>
<tr>
<td>3</td>
<td>30</td>
<td>$10,000</td>
<td>$300,000</td>
</tr>
<tr>
<td>Total</td>
<td>121</td>
<td>$25,869</td>
<td>$967,935</td>
</tr>
</tbody>
</table>

Considering that the YIN Program serves at least 30 participants per year, then over a four-year period, that results in a possible savings (assuming at least two of the participants are at risk of dropping out) of $7,064,632.

The Value of Annual Investment

The primary objective of the YIN Program is to enhance protective factors that will channel immigrant and refugee youth toward positive activities, and to reduce their involvement in high-risk and criminal activities. Over three years the program has supported a total of 121 youth in achieving this goal.

By encouraging youth to remain in school and offering homework help, the YIN Program has the potential to save millions in personal and public costs. Society also benefits when these youth are encouraged to volunteer in the community, eventually become mentors, complete post-secondary education, and become valuable members of the work force.

Looking Forward

The YIN Program has adapted a proven model of engagement for high-risk youth in order to meet the unique needs of immigrant and refugee participants. The program is effective in engaging identified youth in activities that promote sustainable and long-term protective factors and reduce at-risk behaviours. Moving ahead, Immigrant Services Calgary will work with multiple stakeholders to increase the capacity and the scope of the program by expanding it to reach underserved areas of the city.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>1.59 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>4.90 : 1</td>
</tr>
<tr>
<td>Year 3</td>
<td>1.97 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>2.82 : 1</td>
</tr>
</tbody>
</table>

It has been determined that savings created by the YIN Program amount to $527,463 per year. For example, the minimum savings in tutor services amount to $14,446 per year. Since homework assistance is a free service offered to YIN participants, this is a very tangible amount. Similarly, the overall public and personal costs of a high school drop-out is $883,079.
Social Return on Investment (SROI) Case Study:
Safe Communities Innovation Fund
COMMUNITY OUTREACH SERVICES

“The programs that JasperLIFE is running are truly magical, as it inspires you to try new and exciting things that Jasper has to offer.” – Program Participant

Program Background
The Jasper Community Team (JCT) collaborates with organizations, agencies, and community representatives to improve the health of the Town of Jasper. During the first year of the three-year pilot project, the Community Outreach Services program experienced a number of transitions, and in its second year evolved into the JasperLIFE brand.

The JasperLIFE brand was created to address the increasing instance of crime, noise complaints, property damage, drunken disorderliness, and other crime committed by Jasper’s young adult population. This program used innovative social development strategies to engage young adults living in Jasper in activities that assist in employment opportunities, develop healthy social circles, and provides confidential support to participants.

Through JasperLIFE, a number of seasonal Mountain Adventure Club programs were offered in the winter and summer months including kayaking, hiking, white water rafting, and skiing. Other services that were offered include knitting, meditation, photography competitions, and movie nights.

JasperLIFE also featured The Skinny, a publication that aims to grow community ownerships and enhance awareness surrounding life-enriching, community-enhancing opportunities in Jasper.

JasperLIFE hosts events that promote socially-constructive attitudes among young people and reflects the values of a vibrant, healthy community in a creative and innovative fashion.

“Thank you for providing such a wonderful service that is not only interesting, engaging, and educational, but also wonderfully run by very warm friendly people who enjoy sharing the park with others.”
- Program Participant

Social Value Created
Over the course of the three-year pilot project, positive indicators, both qualitative and quantitative, supported the success of the program. The positive outcomes included an increase in youth’s connection to the Jasper community, by fostering healthy relationships among participants. Additionally, there was an increase in the general, medical, and nutritional health of the participants, and a reduction in staff turnover and absenteeism.

Theory of Change
If a young adult population who has no connection with and is disruptive to the community they live in, are offered opportunities to connect to that community, then crime rates will decrease, health and well-being will improve and community cohesiveness will occur.
Participant Outcomes

<table>
<thead>
<tr>
<th>Outcome Description</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhanced connection to the community</td>
<td>Reduced criminal activities</td>
</tr>
<tr>
<td>Increased awareness of community supports</td>
<td>Increased involvement in wellness/recreational activities</td>
</tr>
<tr>
<td>Increased volunteerism</td>
<td>Reduced turnover</td>
</tr>
<tr>
<td>Increased health and well-being</td>
<td>Increased positive peer connections</td>
</tr>
<tr>
<td>Enhanced understanding of mountain life</td>
<td>Increased employability/decreased unemployment</td>
</tr>
</tbody>
</table>

Valuing Change: Social Return on Investment

The Community Outreach Services program’s primary objective is to reduce the instances of crimes involving young adults in Jasper by providing them with engaging activities and services.

Change is monetized through social cost savings, cost reallocation, and cost avoidance in the following areas:

<table>
<thead>
<tr>
<th>Area</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police costs</td>
<td>• Reduced responding costs</td>
</tr>
<tr>
<td></td>
<td>• Avoidance of police in court</td>
</tr>
<tr>
<td>Unemployment costs</td>
<td>• Increases in employment</td>
</tr>
<tr>
<td></td>
<td>• Reduction in turnover and absenteeism</td>
</tr>
<tr>
<td>Probation/Parole costs</td>
<td>• Reduction in probation time</td>
</tr>
<tr>
<td></td>
<td>• Reductions in court time</td>
</tr>
<tr>
<td>Health care costs</td>
<td>• Improvements to individual physical and mental health</td>
</tr>
</tbody>
</table>

These ratios represent a minimum value as estimates were made conservatively through the life of the program.

While the Social Return on Investment (SROI) ratio demonstrates that a real value is created for the stakeholders of the program, there are additional elements of value that cannot be translated into financial terms. The social and emotional outcomes experienced by program participants are difficult to quantify, therefore the real value created by the program cannot be fully estimated.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>1.52 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>1.99 : 1</td>
</tr>
<tr>
<td>Year 3</td>
<td>2.28 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>1.93 : 1</td>
</tr>
</tbody>
</table>

Looking Forward

The Jasper Community Team and Community Outreach Services program have offered a collaborative approach to addressing crime and victimization involving young adults in a resort community. The collaboration involved the usual social agencies but also included local human resources departments in the service industry, bar owners, and young adults themselves. The JCT focused on enhancing the connections for young adults to the community and to each other, with the belief that social cohesion would decrease crime and victimization.

Throughout the three-year project, the JCT developed a substantially increased understanding about marketing and branding programs, services, and information so as to engage the young adult population. The JCT will take these learnings into the future and apply them to all future work with the young adult population. The JCT recognizes the enormous value of investing resources into social cohesion for these young adults who make up a significant proportion of the ever-changing “people scape” that is Jasper.
Fast Facts

Overview:
- The Circle of Courage model is based on a philosophy that integrates the best of Western educational thought with the wisdom of Indigenous cultures and emerging research on positive youth development.
- The circle suggests the importance of the shared values of belonging, generosity, independence and mastery.

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Social Return on Investment (SROI) Case Study: Safe Communities Innovation Fund
CIRCLE OF COURAGE PROGRAM

“Having a ‘stranger’ come into the client’s homes to help them deal with their challenges required good groundwork and an investment of time and effort.” – Program Staff

Program Background
The Circle of Courage program, created by the Kainai Community Corrections Society, aimed to assist in reducing the overall crime rate in the community by creating programs to work with at-risk youth. Circle of Courage provides a culturally sensitive program to youth who are active in the criminal justice system, by integrating them back into the community. After exiting the system, many end up falling back into a cycle of criminal activity.

Circle of Courage hopes to assist youth in finding a positive life direction, and to abstain from using drugs and alcohol. Other program goals include:
- Increasing appreciation in their Blackfoot culture
- Encouraging involvement in the community by assisting Elders
- Enhancing their ability to function both on and off reserve
- Increasing school attendance.
- Endeavouring to further their education into post-secondary institutions or studying a trade

Social Value Created
Over the course of the three-year pilot project, positive indicators of success were noted in both qualitative and quantitative methods. The program’s positive outcomes include an increase in connection to the local community, an increase in positive community supports, and a reduction in the number of youth re-entering the criminal justice system. Without Circle of Courage, youth exiting the justice system would be further disconnected from the community and at an increased risk of experiencing or engaging in the following:
- Becoming apathetic to community issues
- Abuse of drugs and/or alcohol
- Increased rates of unplanned pregnancies
- Criminal or gang activities
- Re-entering the criminal justice system
- Experience or participate in violent acts

Participant Outcomes
Circle of Courage’s primary objective is to intervene with identified at-risk youth who are currently in the criminal justice system, or in the process of exiting it. By proactively engaging these individuals, positive outcomes are seen in the following areas:

<table>
<thead>
<tr>
<th>Increased employment</th>
<th>Improved coping skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduced likelihood of repeat involvement in criminal activity</td>
<td>Reduced contact with the criminal justice system</td>
</tr>
<tr>
<td>Increased self-awareness and self-esteem</td>
<td>Reduced likelihood of addictions and substance abuse</td>
</tr>
<tr>
<td>Reduced instances of violence</td>
<td>Increased ability to create personal goals</td>
</tr>
<tr>
<td>Increased sense of belonging in family</td>
<td>Decreased rates of STDs</td>
</tr>
<tr>
<td>Reduced numbers of drop-outs</td>
<td>Reduced numbers of youth in crisis</td>
</tr>
<tr>
<td>Increased awareness of drunk driving</td>
<td>Decreased negative behaviour</td>
</tr>
</tbody>
</table>

Theory of Change
If Aboriginal youth at risk of criminal behaviour are provided with a culturally sensitive program that instills self-esteem, the opportunity to contribute, and elder mentorship to promote self-identity, then they will likely not come into contact with the criminal justice system.
Social Return on Investment (SROI) Case Study: Safe Communities Innovation Fund
ELDER ABUSE RESPONSE TEAM (EART)

"They helped me feel like a human being again." – Program Participant

Fast Facts

By the Numbers:

- Since 2011, 437 cases have been opened and 386 cases have been closed by Elder Abuse Response Team (EART)
- Abuse or neglect was confirmed in nearly 60 per cent of closed cases
- Two-thirds of clients had services in place at the conclusion of EART’s intervention
- Alleged perpetrators were charged in 38 cases
- Alleged perpetrators received service referrals in 32 cases
- Over 3,000 community stakeholders and members of the public have been educated about EART

The Value of Annual Investment

The Elder Abuse Response Team (EART) is a multi-disciplinary team that responds to reports of elder abuse in Calgary and works together to conduct legal, social, and/or assessments and interventions.

EART provides a timely and coordinated response to elder abuse by supporting and empowering adults age 65+ who are experiencing or are at risk of experiencing abuse, while also educating the community and holding offenders accountable.

EART improves the health and well-being of older adults experiencing abuse by connecting them with health, legal, and social services and supports. EART assists in the management of perpetrators of abuse through charges, conditions, and service referrals.

EART also works to increase the capacity of the community to respond to elder abuse through community development, awareness, and education activities.

Social Value Created

EART has assisted in improving the safety, health, and well-being of older adults experiencing abuse, not only by providing access to community services and supports, but also by increasing older adults’ knowledge of elder abuse and increasing the capacity in the community to respond to suspected elder abuse. These activities decrease the strain of elder abuse on justice, acute and long-term health care, and social welfare systems.

Participant Outcomes

Clients:

- Live in safer and more stable environments
- Receive better mental health care
- Receive better physical health care
- Have improved protection of their financial assets

Caregivers:

- Have increased capacity to provide appropriate care to older adults

Abusers:

- Are held accountable for elder abuse and neglect

EART’s primary objective is to reduce victimization of older adults by providing a multi-disciplinary continuum of services and supports. Over three years, the program has closed 386 cases, achieving its objective through assessment, intervention, case management, supports, and offender management. Of these closed files, a total of 386 older adults and 45 offenders have received EART’s supports and interventions.

Theory of Change

If older adults experiencing abuse and/or neglect and their caregivers have access to a seamless continuum of services and supports, then they are more likely to experience an enhanced quality of life in safe, healthy, and respectful environments.

Contact Details:
Kerby Centre
Luanne Whitmarsh
Phone: 403-705-3251
Email: luannew@kerbycentre.com

Recipient of Safe Communities Innovation Fund, Alberta Justice and Solicitor General
The following highlights the return created for each dollar invested in the three-year pilot project. Overall, the average rate of return was 2.65:1.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>3.00 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>2.69 : 1</td>
</tr>
<tr>
<td>Year 3</td>
<td>2.28 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>2.65 : 1</td>
</tr>
</tbody>
</table>

The ratios reported above are based on outcomes measured from program data. However, in Year 1, outcome measures had not been fully implemented by the evaluation, so estimates were used in some cases. Given Year 1 data posed greater risk, a higher discount rate (15 per cent) was used to account for the discrepancy. Year 3 had fewer closed cases. Therefore, the data available for the ratio is based on fewer cases and also excludes the more intensive cases that include longer police investigations and social work intervention. This ratio, therefore, is based on a conservative estimate of outcomes.

The SROI accounts for the value created by providing supports and services to older adults and the management of offenders. However, it is important to note that additional social value is created through EART’s community development and awareness efforts, particularly with regard to building capacity in the community to respond to elder abuse. Although this aspect of the program proved difficult to value, it is an important aspect of the program.

Looking Forward

The three-year pilot of the Elder Abuse Response Team has facilitated the development of a best practice model to respond to cases of suspected elder abuse in Calgary. The impact on clients, offenders, community stakeholders, and the public is evident.

As the model is refined to increase its effectiveness and accommodate the increasing number and complexity of cases, community engagement is paramount. The continued development of EART as one part of a coordinated community response to elder abuse will be the focus for moving forward.

The Value of Annual Investment

Over the course of the three-year pilot, the average investment per client was $5,771. A seven-year SROI projection revealed that this investment would net an average of $12,718 in social value per client, and a total of $7,279,167 in social value for all clients served during the three-year pilot.
Fast Facts

By the Numbers:
- 39 women have received treatment
- 19 moved to safer housing post-treatment
- Five completed the terms of outstanding legal issues
- Six were able to avoid incarceration
- 18 retained or regained custody of their children
- Nine completed employment skills training and became employable

Program Background

The 2nd Floor Women’s Recovery Centre, operated by the Lakeland Centre for FASD (Fetal Alcohol Spectrum Disorder), is a residential addiction treatment centre in Cold Lake for women who are pregnant or at risk of becoming pregnant, and who are struggling with substance abuse or addiction.

The women who come to the Centre are experiencing unsafe housing, lack of health services, and if they are pregnant they are likely to lose their child to Children’s Services at birth. Many are involved with the justice system and will likely have spent time incarcerated. Without treatment they would continue in their addicted lifestyle, bear children affected with FASD or other drug-related birth complications, and may themselves experience pre-mature death.

When accepted into the 2nd Floor Women’s Recovery Centre, women can stay up to six months. While there, they receive addictions treatment, medical care, employment and skills training, and a variety of client-specific interventions needed to ensure a safer pregnancy and better decision making in the future. Women may come to the Centre from across the province and are supported post-treatment by referrals to service providers in their own community.

Social Value Created

Women who attend the 2nd Floor Women’s Recovery Centre are better able to manage their addictions and are given ongoing support to reduce the incidence of homelessness, FASD births, and will rely less on emergency and long-term addiction and health care services.

Participant Outcomes

- Reduction in homelessness
- Increased confidence to make necessary life changes
- Improvement in physical and mental/emotional health
- Improved access to chronic disease prevention and treatment
- Healthier pregnancy and healthier birth outcome
- Increased employability skills
- Increased confidence in ability to parent
- Increased understanding of the impact of substance use while pregnant
- Reduction in outstanding legal issues and better decision making

Valuing Change: Social Return on Investment

The 2nd Floor Women’s Recovery Centre is committed to reducing the harm of

Theory of Change

If women who are pregnant or at risk of becoming pregnant are misusing and/or addicted to substances, are willing to accept appropriate addiction support and services as well as career and life management training, then they will experience a healthier pregnancy and make healthier reproductive choices, resulting in fewer children born with FASD.
substance abuse and addiction for women and their unborn children, and helping women feel empowered to make different choices for their future than they have made in the past. Since its inception, the Centre has housed 39 women, with an average stay of three months per client.

“To the ladies at the 2nd Floor, thank you for teaching me stuff I didn’t know and being so kind to me. I will miss you a ton!”

– Program Participant

The SROI ratio (Figure 1) shows the social benefit/investment for the 2nd Floor Women’s Recovery Centre. While Year 1 was a building year, by Year 3 the overall ratio shows that for every dollar invested, $2.24 of social value was created. This value is realized by a reduction in the cost of the following:

- Homelessness
- Life-long care of children born with FASD
- Justice system involvement
- Undiagnosed and untreated chronic disease
- Pregnancy and birth complications

Table 1: Social Return on Investment (SROI) Ratios for the 2nd Floor Women’s Recovery Centre

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>0 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>1.96 : 1</td>
</tr>
<tr>
<td>Year 3</td>
<td>4.78 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>2.24 : 1</td>
</tr>
</tbody>
</table>

In other words, without the investment made in this program, society would have been making four times the investment in other services and still would not have addressed the issues that caused the problem in the first place.

Using a more specific example of savings resulting from this program, each prevented case of FASD results in savings equivalent to the lifetime cost that would be incurred by that individual if he/she had FASD.

Recent calculations of lifetime costs for every individual with FASD are $1.1 million ($15,812 per year over an average age of 71.6 years old, Can. Journal of Clinical Pharmacology Vol. 16(1) Jan. 2009). Prevention of FASD births is at the heart of the 2nd Floor Women’s Recovery Centre and is only one of the outcomes being achieved.

Looking Forward

The 2nd Floor Women’s Recovery Centre has developed and piloted a successful model of intervention in the lives of the women with whom they work. The Centre will continue to adjust the model as needed to meet specific client needs, which will ensure the brightest future possible for marginalized women who come for treatment.
Social Return on Investment (SROI) Case Study:
Safe Communities Innovation Fund
MUSIC FACTORY PROJECT

“*The Music Factory Project is a ‘tactical offensive weapon’ that can impact vulnerable youth in a manner that has the potential to change the course of their lives and divert them from crime and other serious social problems.*” – Program CEO

Program Background

Providing musical experiences, including music lessons, access to instruments, workshops, music career training and/or information sessions, involvement of musically talented mentors, and opportunities for community donation of instruments were the primary offerings of this project.

The Music Factory Project took place in Cold Lake, Stoney Nation, and Calgary. It was designed to enrich the lives of vulnerable, at-risk youth so that they may experience success, improve self-esteem, build confidence, develop team work and other job related skills, and ultimately break the cycle of poverty, unemployment, and dysfunctional behaviour.

Addressing Crime

The main problems being addressed by this project were the escalation of youth-related crime, violence, and gang activities in cities, towns, and on reserves, and the high rate of school dropout. The primary groups of concern were; local children and youth, immigrant and Aboriginal children who had recently moved to Calgary, and children and youth who live on reserve. The threat of gang activity and violence on reserves is escalating and these young people are becoming easy prey for gangs. In urban settings the circumstance is as dangerous, if not more so.

Social Value Created

Over the three-year course of the Music Factory project, positive indicators of success were found in both qualitative and quantitative data.

Positive outcomes of the project include an increase in the number of youth who stayed in school, consistent improvement in students’ grades, and participants became more tolerant and accepting of other cultures. Further, participants experienced improved problem-solving skills and developed teamwork and leadership skills.

Without Music Factory programming, youth were more likely to be at high risk and vulnerable to being drawn into criminal activity, and vulnerable to being victims of violent crime.

Participant Outcomes

Our evaluation results continue to tell us that we are on a very powerful track of helping these youth stay in school and on a positive life path. Our success rate of well over 80 per cent of youth remaining engaged, exceeded our expectations, is consistent with the results reviewed from other programs in the United States, and is also consistent with results being achieved throughout the various locations where the Legacy Children’s Foundation has this type of programming.

Theory of Change

If youth who are increasingly getting involved in crime, violence and other negative gang activity, are given opportunities to participate in activities related to music with positive role models, then they will be impacted in a positive manner with the potential of ensuring they finish school and/or diverting them from a life of crime.
Value Change: Social Return on Investment

The Music Factory project’s primary objective was to provide at-risk youth with programming that would engage them in proactive ways. This change can be monetized into cost savings in the following areas:

- School counseling and teacher aids
- Behavioural and special education
- Addictions counseling
- Property crime
- Police call outs and investigations
- Youth court process
- Child and youth services costs
- High school drop-out
- Long-term involvement with adult criminal justice system

The total present value of the three pilot projects along with their SROI ratios, can be seen in the charts to the right. These numbers were tracked conservatively over the last three years and do not take into account the emotional, social, and academic successes of participants, as a value for these factors is difficult to quantify.

Looking Forward

The Legacy Children’s Foundation’s ultimate goal is to provide supports that can prepare young people to be self-sustaining, law-abiding, and contributing adults.

There is significant interest in Music Infused Curriculum which is extremely unique and has promise for capturing the imaginations of youth who are at risk of dropping out of school. The Legacy Children’s Foundation is keen to explore how this might become the cornerstone of our program provincially.

It is also our intent to offer music lessons via the Internet as a means of reaching youth within targeted isolated communities where instructors are difficult to locate, and connect these youth with corporate mentors as a means of support while engaging in the Legacy Children’s Foundation Music Factory programming.

<table>
<thead>
<tr>
<th>Cold Lake</th>
<th></th>
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</thead>
<tbody>
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<td></td>
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<tr>
<td>Year 2</td>
<td>11.23 : 1</td>
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<tr>
<td>Year 3</td>
<td>11.57 : 1</td>
<td></td>
</tr>
<tr>
<td>Average</td>
<td>10.32 : 1</td>
<td></td>
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<table>
<thead>
<tr>
<th>Calgary</th>
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</thead>
<tbody>
<tr>
<td>Total Present Value</td>
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<tr>
<td>Investment</td>
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<td>SROI Ratio</td>
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<td>16.67 : 1</td>
<td></td>
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<tr>
<td>Year 2</td>
<td>11.78 : 1</td>
<td></td>
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<tr>
<td>Year 3</td>
<td>13.04 : 1</td>
<td></td>
</tr>
<tr>
<td>Average</td>
<td>13.83 : 1</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Stoney Nation</th>
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</thead>
<tbody>
<tr>
<td>Total Present Value</td>
<td>$3,863,998</td>
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<tr>
<td>Investment</td>
<td>$436,430</td>
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<tr>
<td>Funding Year</td>
<td>SROI Ratio</td>
<td></td>
</tr>
<tr>
<td>Year 1</td>
<td>8.30 : 1</td>
<td></td>
</tr>
<tr>
<td>Year 2</td>
<td>12.17 : 1</td>
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<tr>
<td>Year 3</td>
<td>6.10 : 1</td>
<td></td>
</tr>
<tr>
<td>Average</td>
<td>8.86 : 1</td>
<td></td>
</tr>
</tbody>
</table>
Social Return on Investment (SROI) Case Study: 
Safe Communities Innovation Fund 
BUILDING BRIDGES: CREATING RESILIENCY

I have been able to observe noticeable improvements in the behaviours and attitudes of the youth that have experienced the wide array of outings and learning that Building Bridges has provided over the years. These youth are most often the utmost disadvantaged socially and economically. I’ve seen confidence grow in place of hopelessness, empathy replace indifference, and outlooks on life blossom with positivity.” – Program Staff

Program Background

The Building Bridges: Creating Resiliency program was created as a school/community-based outreach program for at-risk youth in Lethbridge and area. The program aims to increase resiliency of at-risk youth by addressing underlying behavioural issues, and engaging the youth to build protective factors, through resiliency groups, mentoring, community service, higher-risk activities, and building relationships with the program staff.

Social Value Created

Social value is created through investing in at-risk youth programming to increase self-esteem and promote greater social inclusion, feelings of empowerment, new friendships, and expressing feelings in appropriate ways. This translates into systemic values where at-risk youth also experience decreased risk of suicide, high school drop-out, and/or criminal involvement. Overall, as risk factors are reduced and protective factors are increased, the youth experience change in making better choices, which leads to greater involvement in their school, family, community, and place of work.

Participant Outcomes

- Reduced suicidal ideation and behaviour
- Increased coping skills
- Decreased violent behaviour
- Increased experiential learning, such as volunteering for the soup kitchen or humane society, and involvement in activities such as scuba diving, paintball, and the symphony orchestra
- Increased ability to express challenging emotions appropriately
- Increased positive adult relationships through mentoring and other volunteers
- Reduced criminal involvement
- Reduced substance abuse
- Increased youth connection to other significant adults and places they can go for support
- Increased possibility for the youth to stay in school

Participant Profiles

The following profile represents risk factors for a youth that could lead to high-risk behaviour and criminal activity:

- Anti-social behaviour
- Truancy or low school performance
- Low socio-economic status
- Lack of family supports
- Drug and alcohol abuse
- Trauma
- Minimal community connection
- Behavioural issues

Theory of Change

If youth who are involved in high-risk and socially hurtful behaviours are engaged in mentoring, positive group activities and community service to increase personal resiliencies, then they will experience an increase in attendance and graduation of high school, as well as a greater likelihood of becoming participating citizens in their communities with a decreased likelihood of becoming criminally involved.

Fast Facts

By the Numbers:
- 99 youth benefited from the Building Bridges program between 2010-2013
- Three schools, located in Lethbridge and Picture Butte, participated
- 43 adventure activities created
- 298 Resiliency Groups created
- 487 hours of staff mentoring youth offered
- 12 major activities totaling 432 hours completed
- 2,278 hours of voluntary service completed
- Retreat held at the end of each school year

Contact Details:
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Gary Giesbrecht
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Email: ggiesbrecht@lfsfamily.ca

Recipient of Safe Communities Innovation Fund, Alberta Justice and Solicitor General
Valuing Change: Social Return on Investment

The Building Bridges: Creating Resiliency program’s primary objective is to reduce risk and enhance protective factors that will channel at-risk youth in three schools toward positive relationships and activities to reduce the involvement of high-risk and criminal activities. Over the three years, the program has supported a total of 99 youth in achieving this goal.

The following is a breakdown of investment (financial and in-kind contributions) per youth from Year 1 to Year 3.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>Number of Targeted Youth</th>
<th>Investment Per Targeted Youth</th>
<th>Yearly Investments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>32</td>
<td>$9,344</td>
<td>$298,994</td>
</tr>
<tr>
<td>Year 2</td>
<td>33</td>
<td>$9,060</td>
<td>$298,994</td>
</tr>
<tr>
<td>Year 3</td>
<td>34</td>
<td>$8,794</td>
<td>$298,994</td>
</tr>
<tr>
<td>Total</td>
<td>99</td>
<td>$9,060</td>
<td>$896,982</td>
</tr>
</tbody>
</table>

The SROI analysis provides a three-year breakdown of the amount saved per dollar invested in the program. This savings is developed using financial proxies for services avoided at a cost to the public. Social value is created in the following sectors: justice, healthcare, social services, and homelessness.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>7.36 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>7.69 : 1</td>
</tr>
<tr>
<td>Year 3</td>
<td>8.47 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>7.84 : 1</td>
</tr>
</tbody>
</table>

The Value of Annual Investment

Overall, the SROI calculation indicates that the Building Bridges: Creating Resiliency program not only returns the initial investment made in the program, but also generates social value in the community. Beyond the conservative estimations incorporated into the SROI ratio, intangible benefits to the community are also generated through the program, making investment worthwhile both financially, as well as from a community development point of view.

Looking Forward

The Building Bridges program has adapted a promising practice model, infusing it with research on developmental assets from the Search Institute and First Nation “ways of knowing” through the Circle of Courage from Reclaiming Youth. The program is effective in building strong mentoring relationships and connecting youth to additional external resources to promote protective factors and mitigate risk factors. Moving forward, Building Bridges is seeking additional grants and potential partners to help further the beneficial work needed to support vulnerable youth in our communities.
Social Return on Investment (SROI) Case Study:  
Safe Communities Innovation Fund  
INTEGRATED DOMESTIC VIOLENCE TREATMENT PROGRAM

“I found I was able to apply material from the sessions in my marriage. We are getting along better. Yeah, I have found value in coming to counselling.” – Program Participant

Program Background
Lethbridge Family Services (LFS) takes an active role in the development of the societal conditions that encourage healthy family life through its four major programs, inter-agency cooperation, and community planning. These programs include:

- Counselling Outreach and Education: offering a range of services from prevention to treatment of trauma and abuse including sexual abuse
- DACAPO: offering services to Persons with Developmental Disabilities, and assessments for Fetal Alcohol Spectrum Disorder (FASD) and brain injury
- Immigration Services: providing settlement services to refugees and immigrants
- Home Services: providing medical and home care services

LFS offers domestic violence counselling for adult and child victims as well as adult offenders, in order to address the underlying psychological issues that may cause violence in the home and prevent negative effects of home violence in the community. The program approaches domestic violence through both individual and group counselling and helps individuals make meaningful changes in their lives.

Social Value Created
Social value is created by investing in domestic violence counselling and through addressing the emotional, relational, and psychological causes of violence in the home. By decreasing the amount of violence occurring, it further decreases police involvement, use of health services, loss of work due to injury or violent behaviour, and use of services like women’s shelters.

There are also secondary effects of decreased domestic violence when children witness or are victims of violence. As the psychological and relational issues of children and their parents are addressed, value is also created through a decrease in behavioural problems, perpetuating violence, and negative coping strategies (like drugs and alcohol). Since counselling directly attempts to address the psychological and relational state of individuals, the outcomes for each individual will be different and not always directly measurable.

Theory of Change
If victims, offenders and children who have been impacted by domestic violence have access to educational, compassionate, non-punitive counselling services that focus on strengths and resiliencies, then domestic violence will be decreased and/or eliminated, creating healthier relationships and home environments.
The social value created through increased self-esteem, communication skills, coping ability, and healthy relationships, and a decreased sense of vulnerability is significant.

By decreasing violence in homes and increasing the resiliency of individuals, the community as a whole benefits from lower levels of social exclusion, decreased fear/vulnerability, and an increase in citizenship and participation.

Case Study: Listening and Being Heard

H is a 45-year-old male who was mandated to come to counseling after he assaulted his wife. H does not have a criminal record or a history of domestic violence. H and his wife had been drinking one night and got into an argument over jealousy issues. H’s wife became violent with him, at which point he believes he was “forced to restrain her.” H’s first few counseling sessions were spent processing and discussing how he felt about being mandated into treatment, building a therapeutic alliance, completing a psychosocial history, and setting client goals. Before progress could be made, H needed to discuss his disdain for the judicial process. He stated that “the probation officer couldn’t believe I held a job for 25 years and that I hadn’t been in any trouble previously. The way he looked at me, I felt judged. No one believed me and my side of the story.” By making it a priority to work through his concerns with the judicial system, H was able to move forward with counselling and explore the role that alcohol played in his marriage. He was able to reconcile the deficits in his interpersonal relationships, understand the origins of these deficits, and come to terms with how these deficits were patterned in his childhood/adolescent conflicts with his father. Armed with this knowledge, H started to apply what he learned in sessions about positive and productive communication with his wife. H has learned to listen to what his wife is saying, and to be heard in return. Together they have set goals and boundaries with one another. H is currently in the final phase of his counselling journey and with two sessions to complete he has begun working on an after-care plan aimed at reinforcing gains and preventing setbacks.

The Value of Annual Investment

Determining the Social Return on Investment (SROI) of counselling services can be challenging because it is difficult to measure the value of some of the most pertinent counselling outcomes, such as increased self-esteem, better communication skills, and better understanding of self. Thus, it should be kept in mind that the value calculated is the bare minimum value created by domestic violence counselling; as the above-mentioned intangible outcomes have not been fully monetized in this calculation. It is also difficult to know the full impact for counselling clients as there is little to no contact with the clients after counselling has finished, and the personal nature of the counselling process restricts outcome data collection for privacy reasons. For these reasons the calculation presented below is based on best estimates of actual outcomes for clients. These estimates have been based on professional opinion, academic and best practice literature, and interviews.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>3.87 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>3.38 : 1</td>
</tr>
<tr>
<td>Year 3</td>
<td>3.13 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>3.46 : 1</td>
</tr>
</tbody>
</table>

While it is difficult to calculate the social value created by domestic violence counselling, by examining both a high and a low case scenario and using estimations based on literature and actuals from program data, a range of value created for the LFS Domestic Violence Treatment Program has been determined. The total SROI ratio for this program ranges from 1.29 (low case) to 3.46 (high case). These ratios indicate that for every dollar invested in the program, there is a return between $1.29 and $3.46.

While a normal yearly return might be closer to the low case scenario, each time a higher risk participant is helped through counselling, the return is closer to that of the high case scenario. In this way, from year to year, an average return on investment between the low and high scenarios is expected. It should be noted that the above returns are specific to the 2010-2011 operating year. That being said, there is not a large fluctuation in demographics or numbers of participants in the program from year to year, thus the calculation demonstrated here would be similar for any recent years in the past or future.
Social Return on Investment (SROI) Case Study:
Safe Communities Innovation Fund
TAKING SHELTER WITH LITERACY (TSWL)

“Through our partnership with the TSWL project and the services it provides, participating shelters have been supported in recognizing clients’ literacy and learning needs and now have the tools required to support clients in addressing these needs.” – Program Partner

The Value of Annual Investment

The Taking Shelter with Literacy (TSWL) project addresses the impact violence has on learning in an innovative, holistic, and culturally appropriate way. It helps shelters increase the impact of their services for clients and their children by supporting shelters to improve their literacy and trauma informed practices.

This is accomplished through library and literacy-based parenting resources for women and their children, and trains staff and clients in literacy awareness, parenting and literacy skills, and the impact of violence on the ability to learn and change. Providing educational opportunities and learner-centered programs that match clients’ literacy levels does double duty: it begins to reshape clients’ relationships with learning while improving their skills in parenting, employment readiness, and life skills.

Program participants, both staff and clients, deepen their appreciation for the ways in which violence and low literacy have limited their options, and clients now have greater skills for moving forward to reshape their lives. Resources that encourage bonding between mothers and children help them to better navigate a time of crisis and build a better roadmap to a life that is marked by improved family relationships, meaningful employment, and lifelong learning. This acts to break the multi-generational cycle of violence and complex needs.

Participant Outcomes

Clients - Women and Children:

• Clients’ relationships with learning and education improve, resulting in increased literacy skills and opportunities for employment
• Families build positive interactions together that are conducive to life-long learning and increase success in academics
• Families develop improved life skills, parenting, and stress management, resulting in reduced involvement in violence
• Families become more self-sufficient, plan for the future, and contribute more to society
• Children show an increase in healthy relationships, confidence, and socialization skills

Shelters and Shelter Staff:

• Shelter programming is more effective because it is literacy and trauma-informed
• Staff have improved ability to assist low-literate clients
• Staff turnover and workplace stress is reduced
• Shelter has the ability to tailor programs for Aboriginal families

Social Value Created

TSWL participants build important

Theory of Change

If women who are in the process of leaving an abusive relationship receive education in parenting and improve their literacy skills through a holistic intervention and trauma-informed approach, then they will be less likely to return to an abusive relationship, and more likely to become life-long learners, demonstrating an increase in resiliency, self-sufficiency, employability, and independence while raising a healthier family.
relationships and basic skills that continue to protect them from at-risk behaviours beyond the years of the project. As a result, women and families reduce their use of over-stressed systems, such as health, social services, police, and justice services. Involvement with gangs and other high-risk behaviours also decreased. Clients become more confident in their ability to manage stressful situations, have more options for further school and employment, increase their participation in the community, and decrease social isolation. Culturally sensitive program designs help make resources and training relevant for aboriginal and immigrant families.

Increased positive interactions between parents and children provide the foundation for developing key life skills that break the cycle of violence and help children to stay in school. The program works to reduce aggression, criminal behaviours, involvement with gangs, and bullying, and ultimately leads healthy clients towards responsible and crime-free lives. Shelters and shelter staff build their capabilities around serving low-literate clients by modifying their approaches to be more literacy and trauma-informed, and by increasing the impact of their programming for clients, years into the future. Connections across the domestic violence sector and among community service agencies can help create a ripple effect of increased awareness, and embed literacy and trauma informed practices to help other clients.

Valuing Change: Social Return on Investment

The TSWL project’s primary objective is to break intergenerational cycles of violence by providing families with access to resources, services, and training that promotes a positive and healthy transition, as well as enhance the services available to victims of violence by working with shelters and their staff to improve shelter services through staff training in literacy-informed practices.

By fostering an environment (through improved shelter services and better-equipped staff) where clients can make a successful transition to an abuse-free life, the TSWL project is reducing system costs for Calgary Family Services, domestic violence court cases, counselling and therapy, and child and youth case workers. By providing women and children with the tools necessary to increase their literacy, parenting skills, employability, self-sufficiency, confidence, and skills in healthy relationships, TSWL is reducing future costs of dropping out of high school, youth court processes, behavioural education, and the costs associated with abuse survivors, while creating value through income generation and enrolment in further education. Additionally, costs associated with staff turnover and counselling and therapy for staff are reduced when staff have the tools to better manage their job responsibilities and, ultimately, better serve their clients.

SROI Ratio

The SROI ratio demonstrates a three-year breakdown of the amount saved per stakeholder for every dollar invested in the project. Overall, the TSWL project creates a cost savings of $3.36 per every dollar invested. However, because the project is now established, the future value is expected to be closer to the Year 3 ratio.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>2.05 : 1</td>
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<tr>
<td>Year 2</td>
<td>1.92 : 1</td>
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<tr>
<td>Year 3</td>
<td>6.10 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>3.36 : 1</td>
</tr>
</tbody>
</table>

Looking Forward

The partnership with Alberta Council of Women’s Shelters will help expand the approach in shelters across the province. The experience gained through the project created an innovative approach by combining the programs and resources of two literacy-based organizations into a culturally relevant, holistic, and comprehensive model: the Literacy and Trauma Informed service model. This helps service agencies provide relevant and meaningful programming that supports their values and operational needs, while leveraging the power of literacy-informed services to increase their impact.

Program materials and facilitation approaches are designed to be respectful of the particular needs of clients who are coping with the ongoing impacts of trauma on their ability to learn and make changes in their lives. This holistic approach is particularly important for service agencies that support clients with complex needs, including addictions, intergenerational poverty, violence, and homelessness, which create serious challenges for clients. This literacy-informed, holistic approach can be useful with clients in other health, social, and justice-related sectors.
Social Return on Investment (SROI) Case Study:
Safe Communities Innovation Fund
MCMAN LIFESPAN FETAL ALCOHOL SPECTRUM DISORDER (FASD) PROGRAM

“A client, upon successfully completing his one year of court-ordered probation, expressed his excitement with the following words: ‘Finally, I finished something!’ He is now able to focus on new challenges.” – Program Staff

Program Background
The McMan LifeSpan FASD Program provides one-on-one supportive mentorship and intensive case management for adults and youth transitioning to adulthood and who are affected by Fetal Alcohol Spectrum Disorder (FASD). The program also provides information and supports to parents and caregivers of persons with FASD.

The South Alberta FASD Service Network, through the Alberta FASD Cross-Ministry Initiative, funds the urban site of the project in Lethbridge, while the Safe Community Innovation Fund provided funds for the rural site in Pincher Creek and surrounding area.

Participant Profile
Fetal Alcohol Spectrum Disorder is an umbrella term used to describe a continuum disorder that can occur in children, youth, and adults who were prenatally exposed to alcohol. The spectrum of effects includes cognitive, behavioural, physical, and sensory disabilities.

FASD is a life-long condition for which there is no cure. Individuals with FASD are at high risk for adverse outcomes, such as challenges at school, trouble with the law, alcohol and drug addictions, inappropriate or risky sexual behaviours, difficulty accessing and maintaining employment, and mental health issues. Individuals with FASD often require extensive support and services, involving multiple community agencies, throughout their lives.

Social Value Created
FASD Life Coaches provide one-on-one support, mentorship, and outreach to adults and youth affected by FASD. As a result of accessing coordinated services and daily living supports based on their unique needs, youth and adults improve their well-being, which in turn results in decreased involvement with the justice system.

Participant Outcomes
- The percentage of clients being employed or going to school increased from 25 per cent (newly admitted clients) to 42 per cent (all clients)
- Six per cent of all clients returned to school, and 14 per cent found new employment
- 73 per cent of clients reconnected with a physician
- The percentage of clients with no legal source of income decreased from 39 per cent to four per cent
- The 19 per cent of clients who were homeless at admission were all housed
- Even though homelessness was reduced, 33 per cent of all clients needed re-housing every year

Theory of Change
If individuals with FASD receive supports and services meeting their lifelong special needs, and when caregivers feel supported in their role, then both will experience more stability, and the quality of their lives will improve.
The percentage of clients treated for a mental health condition increased from 27 per cent to 52 per cent.

20 per cent of all clients reconnected with families and caregivers.

The desired outcomes took anywhere from several months to several years to achieve. Relapses occur frequently, confirming the need for lifelong, wrap-around services for adults with FASD.

**Valuing Change: Social Return on Investment**

The SROI analysis took into account the value created for individual clients and their caregivers, and for other stakeholders. The LifeSpan program resulted in:

- Increased income and financial resources for persons affected by FASD and their caregivers
- A more streamlined use of health, mental health, addiction, and other community services, including supports for persons with disabilities
- Increased compliance with legal dispositions and decreased use of the justice system over time
- Decreased use of transitional housing
- Increased well-being for caregivers and enhanced ability to support persons affected by FASD

Evaluation results supported by the SROI analysis demonstrated that the LifeSpan program helped caregivers in their supporting roles and effectively developed a coordinated support network, which enabled youth and adults with FASD to experience a decrease in adverse outcomes associated with FASD and an improvement in their well-being.

The LifeSpan project had a total positive SROI of $1.76 for every $1.00 invested in the program.

**Examples of Program Outcomes and Financial Proxies**

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Financial Proxies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clients access medical and social services, and miss less appointments</td>
<td>Cost of missed appointments</td>
</tr>
<tr>
<td>Clients access employment and/or financial supports</td>
<td>Costs of income support and other disability benefits</td>
</tr>
<tr>
<td>Caregivers experience decreased levels of stress</td>
<td>Costs of short-term work loss for untreated mental health issues</td>
</tr>
<tr>
<td>Clients meet their current legal obligations and reduce recidivism</td>
<td>Cost of police investigations, court cases, and incarceration</td>
</tr>
<tr>
<td>Children remain in custody of their parents</td>
<td>Cost of maintaining a child in foster care</td>
</tr>
<tr>
<td>Homeless clients obtain stable housing</td>
<td>Cost of shelter per homeless person per year</td>
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</table>

<table>
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**Funding Year** | **SROI Ratio**
--- | ---
Year 1 | 1.53 : 1
Year 2 | 1.71 : 1
Year 3 | 2.04 : 1
Average | 1.76 : 1

**Looking Forward**

In order to maintain the positive outcomes and address new crisis situations, persons with an FASD disability and their caregivers need to have life-long access to services and support.

“A young man, who had difficulty maintaining housing due to his addiction and guest management issues, was able to say ‘no’ to acquaintances who intended to stay at his house for a week of partying during the Christmas season. Thanks to the support and encouragement from his Life Coach, this strategy has increased his housing stability and stopped his pattern of eviction.” – Program Staff
Social Return on Investment (SROI) Case Study:
Safe Communities Innovation Fund
POHNA: KEEPERS OF THE FIRE

"Knowing that the Pohna program is available to steer vulnerable young people away from, or out of, gangs makes me proud of our collective efforts. It gives me hope that even the most complicated, crime-engaged, and abandoned youth can reach out for effective help." – Steering Committee Member

Program Background
The Pohna program was created in response to a request by the Edmonton Police Service for support from the community to find a way to intervene with groups of youth aged 11-17 years old involved in criminal and gang-related activity in Edmonton. While these youth were not formally connected to street gangs and organised criminal networks, they were engaged in a variety of criminal activities (swarming, personal robberies, assault, theft, and some selling of drugs). Many of them wore colours and had rituals and behaviours that seem to be modelled after American gangs, such as giving themselves names like Bloodz, Blood Set Soldiers, King Pin Blood, and Blood Tie Family. The Edmonton Police Service did not want to rely on enforcement alone as a way to intervene in the lives of these youth, but wanted a more dynamic, responsive, and integrated approach to prevent these youth from becoming entrenched in further gang activity, association, and lifestyle.

While Native Counselling Services of Alberta is responsible for the day-to-day operation of Pohna, it is supported by a number partners who provide advice and support to guide the program, as well as provide entry points for linkages into their systems. Partners include Edmonton Police Service, Edmonton Public Schools, Edmonton Catholic Schools, Youth and Children’s Services, Edmonton Young Offenders Centre, Edmonton Attendance Centre, Crown Prosecutors Office, Youth Probation, Youth Criminal Defence Office, and REACH.

Program Description
The program is based on research showing the best way to engage youth is to empower them to create change, build their resilience to deal with the challenges they face, and surround them with supportive adults.

Pohna is grounded in an Aboriginal-specific theoretical framework of resilience that builds healthy relationships, a sense of interconnectedness, and fosters self-determination. This helps youth and their families regain a sense of purpose, connectedness, and renewed personal responsibility, to create a better future for themselves.

Pohna has two objectives:
- Prevent youth from being recruited into street gangs and organized criminal networks
- Redirect youth who were involved in criminal and gang activity away from further engagement and entrenchment in the gang lifestyle

Theory of Change
If youth at risk of criminal activity and gang involvement experience positive relationships with family, school, community and peers, and are given opportunities to develop and implement customized support plans based upon their needs, then they are less likely to become involved or entrenched in criminal activity and gang involvement, and more likely to make healthy transitions to adulthood.
While the program was funded for a full three years, active program delivery occurred during 32 months. A total of 38 youth, ranging in age from 12-17 actively participated in the program. Each participant was tracked for a maximum of 24 months.

The participants were organized into three clusters:
- High Risk (six participants - 16 per cent)
- Moderate Risk (26 participants - 68 per cent)
- Low Risk (six participants - 16 per cent)

These clusters were based on the number and severity of risk factors in the following domains:
- Use of alcohol and drugs
- Peer associates
- Interactions with systems (education, justice, child welfare)
- Deficits in social, cognitive, or information-processing abilities
- Presence of healthy adults (non-family)

### Target Stakeholders

There were three project stakeholders: youth, government systems, and agencies. The youth who participated in the program wanted to make decisions and take actions to create positive changes in their lives. Success was measured by their improved positive engagement in school, decreased interaction with the criminal justice system, and increased involvement in cultural, recreational and community activities. To achieve their goals, the youth invested their time and effort.

The various government systems that interacted with the youth included schools and school boards, police, and the broader criminal justice system. These departments shared the goals of the youth and measured success in terms of decreased disciplinary incidents, and reduced police interaction, court involvement, and detention.

A number of agencies helped build protective factors around the youth and/or helped them address the issues that led them to involvement in gang activity. Success was measured in terms of the numbers and kinds of services the youth accessed.

### Social Value Created

Impacts were organized into the following categories:
- Criminal justice
- Education
- Employment income
- Cultural/Social connections
- Community services
- Recreational activities

### Valuing Change: Social Return on Investment

The SROI was calculated two ways. First, by comparing results over four, six-month periods (two years), and second, by comparing three clusters. In both sets of analyses, there was a positive overall Social Return on Investment. The overall, blended SROI rate was 1.35:1.

The use of actual data and conservative proxies, deadweight and attribution levels, indicated that the SROI ratio for the youth participating in this program is at least 1.35:1. This investment increases when applied to high-risk youth where it reaches to at least 1.90:1.

The greatest potential benefit for the government stakeholder group would be savings associated with reduced involvement with the criminal justice system (provincial and municipal). The greatest benefits accrued to youth would be for those who are already involved in the criminal justice system prior to program involvement.
Social Return on Investment (SROI) Case Study:  
Safe Communities Innovation Fund  
POWER YOUTH INITIATIVE (PYI)  

“"The program engaged a significant proportion of high-risk youth in the community, and meaningful supportive relationships with staff were formed. When youth established goals with the support of program staff, they were successful at accomplishing these goals.” – Program Evaluator

Program Background

Red Deer has experienced a consistent increase in youth gang activities, availability of drugs/weapons, and indicators of social disorder, such as graffiti, vandalism, prostitution, and intoxication in and around the downtown core.

POWER Youth Initiative (PYI) project programming was designed to enhance protective mechanisms for at-risk and high-risk youth. There were no eligibility criteria except for the age range of 13—21 years old.

The initial project theory, that youth with various backgrounds and levels of risk would utilize the program equally, or at least together, did not hold true. The project was therefore redesigned to assist youth with multiple risk factors, by incorporating best practices, such as access to wrap-around services and referrals, addiction support, mental health consultation, employment assistance, recreation, life skills development, and Aboriginal culture support.

Social Value Created

High-risk youth experienced a change in attitude from pride in their delinquency to pride in their community. Youth learned options for educational pursuits and had hope for an improved future. Improved life skills assisted high-risk youth in their interactions with community members. Youth had improved knowledge about external services and systems and received help to access them. High-risk youth more readily approached RCMP and court systems in a positive way.

Child and Family Services, educational systems, Alberta Health Services, and housing, cultural and community spirit services now seem more accessible to the high-risk youth who attended the PYI programs.

High-risk youth will consider productive avenues for change and seek alternatives to crime. Community systems received increased information about the high-risk youth community and its specific needs, and may be more able to respond to the challenging clientele. Families of youth and the community at large will be directly impacted by the changes experienced by high-risk youth.

Participant Outcomes

The project quickly became a haven for high-risk youth in a city in which no other evening venues were available for this clientele. Criminally involved, homeless young people, many with significant addiction issues, became ‘regulars’ at PYI. Time spent off of the street reduced time spent involved in criminal activity. Counselling, centre programming, and daily recreation helped youth form sound relationships and experience success based on trust and consistency.

Theory of Change

If young people 13-21 years old, experience multiple risk factors, and have access to evening recreational activities where counselling and other support services are provided in one central location, then they are more likely to decrease exposure to and involvement in high-risk activities and their consequences.
Healthy modeling assisted youth to improve their social and life skills, and, consequently, improved personal and community relationships. High-risk youth enjoyed improved positive and supportive relationships. They learned to demonstrate clear values, avoidance of risky sexual behaviours, and an improved understanding of the cost of high-risk behaviours.

Valuing Change: Social Return on Investment

The initial planning of the PYI project included a setting in which high-risk youth could integrate with at-risk and mainstream young people in an effort to learn improved methods of interaction that would ultimately assist with a more broad community integration. The PYI project quickly learned that the high-risk youth in the community required a venue of their own.

Challenging behaviours learned at home and on the streets made it necessary to adjust PYI programming to better suit those with multiple risk factors. Unfortunately most of the committed community partners were not able to make similar adjustments. Despite this, the project went on to experience great success with high-risk youth including the following aspects:

- Realistic education about the effects of drug and alcohol abuse, inappropriate sexual activity, and crime
- Improvement regarding excessive unstructured use of time
- Assistance navigating relevant community systems
- Assistance attending to poor physical/mental health
- Counselling to assist family breakdown, instability, and poor parenting
- Clear goal-setting designed to assist historically low achievement
- Improved employment and life skills

SROI Ratio

The SROI ratio demonstrates a four-year breakdown of the amount saved per stakeholder for every dollar invested in the project. The PYI project creates a cost savings of $1.72 per every dollar invested.

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<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>1.40 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>1.37 : 1</td>
</tr>
<tr>
<td>Year 3</td>
<td>0.93 : 1</td>
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<td>Year 4</td>
<td>3.18 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>1.72 : 1</td>
</tr>
</tbody>
</table>

Looking Forward

As stated in our theory of change statement, ‘If young people aged 13-21 years old experience multiple risk factors and have access to evening recreational activities where counselling and other support services are provided in one central location, they are more likely to decrease exposure to and involvement in high-risk activities and their consequences.’
Social Return on Investment (SROI) Case Study:  
Safe Communities Innovation Fund
FAMILY INTERVENTION PILOT (FIP)

“*The Family Intervention Pilot provided an in-depth understanding of the myriad challenges faced by women who commit crimes of poverty, and the re-victimization faced in their efforts to move towards sustainable livelihoods.*” – Program Manager

Program Background

Research conducted in 2007 relating to crime and poverty found that 80 per cent of female offenders in Canada were living in poverty at the time of the offence.

In Calgary, approximately 150 women go to the Remand Centre each year for minor offences, such as failure to pay fines. 70 per cent of these women are single parents and some lose custody of their children while in prison. The children of women who have been incarcerated are at greater risk of committing crime as youth and adults. Today, approximately 40 per cent of women prisoners in Canada had at least one parent involved in the criminal justice system growing up.

It costs the public $1,400 to keep a woman for three days in the Calgary Remand Centre for failure to pay a $150 fine.

The long-term risks associated with these women and the negative impact on Albertans motivated the United Way and Aspen Family to jointly initiate the Family Intervention Pilot (FIP). FIP was designed to provide individualized and comprehensive supports to low-income single parents who had previous involvement in the criminal justice system and were at risk of reoffending in order to meet their family’s basic and practical needs.

Using a sustainable livelihood and strength-based approach, FIP supported clients to move from crisis and disconnection to stability and engagement, by providing them with supports to build skills and access resources essential for a successful future, both for themselves and their children.

Social Value Created

Since 2009, 31 isolated and disconnected women were referred to FIP. Of these, 12 went through the intake process and received supports from the program coordinator. Some were supported to meet their probation requirements, to reconnect with family, and to meet Children Services requirements to regain custody of their children. Many were able to stabilize their living situations, access appropriate health care, get help for their addictions, find employment, and connect with healthy community supports.

Considering the complexity in the lives of these women and the many factors at play, it was important that FIP find an effective way to determine if the program was making a difference. The team identified a set of longer-term indicators to help gauge whether FIP clients were experiencing positive changes as a result of program supports. These indicators included presence of family and community supports, stable housing, employment, improved health, and reduced crime.

Theory of Change

If women with children living in poverty and at risk of criminal involvement have access to comprehensive supports to meet their practical and strategic needs, then they are more likely to create and maintain a sustainable livelihood for themselves and their families.

Recipient of Safe Communities Innovation Fund, Alberta Justice and Solicitor General

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Valuing Change: Social Return on Investment

These indicators are monetizable by attaching a financial proxy that represents the dollar value of changes in the lives of these women.

When FIP supported a client to find affordable housing, that woman and her family no longer incurred the costs associated with emergency shelter use. She may avoid having her children apprehended and placed in foster care. A woman who is supported in finding employment is less likely to commit petty crime and incur the costs associated with police investigations, court processes, and time in jail. When FIP supported a client to improve her personal health and access appropriate health care services, she and her children were less likely to visit emergency rooms.

Table 1 illustrates the social value created by supporting women with children who have been incarcerated to stabilize their lives and build their livelihood assets.

Table | Outcomes | Financial Proxies |
--- | --- | --- |
| Three years, 31 lone parents referred, 12 engaged, five showing success | Participating parents have increased assets according to the sustainable livelihoods framework | Cost of foster care apprehension avoided |
| | | Cost of shelter use avoided |
| | | Cost of emergency room visits avoided |
| | Participating parents do not commit crime | Cost of police investigations avoided |
| | | Cost of legal aid time avoided |
| | | Cost of criminal court processes avoided |
| | | Cost of incarceration in provincial institutions avoided |
| | | Cost of incarceration in federal institutions avoided |

Over the course of FIP’s three years of operations, five women were supported to make sustained changes in these outcome areas. Four of these women were stably housed and either employed or received supports for independence. Three re-gained custody of their children.

All five accessed appropriate health and mental health services, and were connected to community supports, friends, and family.

If these same five women had continued on their pre-FIP trajectory, it is likely that they would have become more deeply involved in criminal activity, their children would have become permanent wards of Children’s Services, and they would have spent significant time in provincial and federal institutions.

The tables below illustrate that every dollar invested in FIP generates $1.36 in social value.

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<th>Funding Year</th>
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<th>Total Input</th>
<th>Total Net Value</th>
</tr>
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<td>Year 3</td>
<td>1.74 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>1.36 : 1</td>
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</table>

Looking Forward

While the return on investment ratio tells part of the story, much of the social value created by FIP is not monetizable. By working closely with these women to identify and understand the challenges they face after being incarcerated for poverty-related crimes, FIP not only improved the lives of its clients but also contributed to the broader social service and justice sectors. The program has helped to surface a range of systems issues that create often insurmountable barriers for women trying to reclaim their lives after time in jail. Continuing to explore and raise awareness of these issues will be an important part of the work of FIP partners going forward.
“I had to drive five hours to get to see my daughter and then drive five hours back. I want to thank you [Safe Exchange] for being here. I know that without this program I would not have been able to see my daughter. Your staff were very pleasant to work with and always seemed happy to see me. I now see my daughter every other weekend unsupervised and in my home.”

– Program Participant

Program Background

Caring Dads is a 17-week psycho-educational group program for men who have abused or neglected their children or exposed them to abuse of their mothers. Children of these men are often adversely affected by exposure to domestic violence in ways the abusers fail to recognize. In addition to teaching general parenting skills, Caring Dads also addresses controlling behaviours, sense of entitlement, self-centered attitudes, and accountability for past and current abusive behaviour.

Safe Exchange allows families with unsupervised access to their children to safely exchange the children with the ex-partner while avoiding contact, conversation and potential conflict. The program is free and parents are mandated to the program by the courts. One parent drops the child off at the program site where staff provides supervision until the other parent comes to pick up the child. Safe Exchange staff members often play a role in supporting parents, discussing issues of concern and making referrals to other community services for additional support.

Participant Outcomes

The Caring Dads program offered three groups over three years, with a total of 12 fathers graduating from the program. During the Caring Dads program, participants often admitted that they needed this program and that all fathers could benefit from what they were learning. At completion of the Caring Dads group, participants were able to take responsibility for their abusive behaviour. They left the program stating that they now have some positive tools to use with their children and their partner.

The Safe Exchange program provided service to 16 custodial and 16 non-custodial parents and a total of 23 children. Over the three-year period, the program supervised 495 safe exchanges. Participants reported finding the program helpful and the staff supportive and always ready to listen. For some families, the Safe Exchange program allowed them to have access to their children that they would otherwise not have had. In this way, the program benefited the children as well as the parent, and effectively limited conflict interactions and prevented potential family violence.

The Value of Annual Investment

The Social Return on Investment (SROI) analysis of the Caring Dads and Safe Exchange programs found that, for every dollar invested in the programs, an average of $2.36 in social value was created over the first three years of operation.

Value is created for the participants when conflict is reduced, parenting is

Theory of Change

If fathers who have a history of domestic violence attend a program that helps to increase self-awareness of their abusive behaviours and increases parenting skills, then their ability to form a positive relationship with their child(ren) will improve and the risk of child abuse will be reduced.
improved and there is less demand for police, court, justice services, and children’s services interventions.

The programs improve parents’ access to their children, while moderating potential conflict and violence between parents, thus reducing negative impacts on children.

Throughout the analysis, conservative estimations of social value were taken, and each proxy was considered in terms of the amount of the change actually attributable to the program and discounted for that change determined not to be a direct result of the Caring Dads and Safe Exchange programs. Since not all social value can be adequately captured in financial terms, the values presented above represent the minimum value created through the program, and the actual value is likely higher.

Looking Forward

These results indicate that there is significant value in using the Caring Dads and Safe Exchange programs. By building parenting skills and providing support, parents are able to safely and peacefully access their children. Overall, the program helped to decrease conflict and stress, reduced the use of justice and children’s service systems, while improving outcomes for children, leading to safer, healthier families, and communities.

“I really appreciated the time the staff took to talk to me, and the support I felt from them. We are able to talk to each other now thanks to you.” – Program Participant

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<th>Funding Year</th>
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<tr>
<td>Year 1</td>
<td>2.44 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>2.66 : 1</td>
</tr>
<tr>
<td>Year 3</td>
<td>1.99 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>2.36 : 1</td>
</tr>
</tbody>
</table>
Social Return on Investment (SROI) Case Study:
Safe Communities Innovation Fund
LEARNING THROUGH THE ARTS

“LTTA is the best way to study because you experience it. There’s a 99.9 per cent chance that you’ll love it. There are so many different ways of learning, and LTTA is the best way to learn.” – Program Participant

Program Background

The Royal Conservatory of Music’s Learning Through the Arts (LTTA) initiative is focused on improving student learning engagement, academic achievement, and pro-social skills development.

The LTTA’s Youth Empowerment Program (YEP) in the Wood Buffalo region was customized to the regional needs through a lengthy consultation process involving local youth and other community members. The result was a program of highly engaging, pro-social, arts-based activities delivered in school and community settings. The activities were targeted to the needs of Aboriginal youth in grades 6-10 who were identified as already at risk, or being at risk, of social detachment, dropping out of school, and anti-social behaviour, leading to gang involvement, substance abuse, or other criminal activities.

Program Goals

LTTA’s YEP program aimed to empower youth, particularly those aged 12-16 years old, to be successful in school and society by:

- Fostering enhanced school attachment, attendance, and academic achievement through arts-based, in-school programming
- Cultivating self-esteem, creativity, resilience and positive self-identity
- Encouraging positive pro-social interactions to reduce the number of polarized cultural groups
- Creating safe spaces for program activities

While YEP put particular focus on activities that promoted the academic and social success of Aboriginal youth, the program was offered to youth from across all social segments. Community consultations with Aboriginal youth and community leaders emphasized practices to support a goal of social cohesion.

Social Value Created

An academic research team worked in collaboration with staff, key stakeholders, and community partners to document evidence of program impact using both qualitative and quantitative methods.

Positive outcomes achieved over the course of YEP’s three years were wide-ranging and community-inclusive, and included:

- Improved attendance, learning engagement, and enjoyment by youth who participated in school subjects taught using YEP
- Significantly improved academic achievement in Social Studies, Science and Mathematics were seen where YEP was applied

Theory of Change

If Aboriginal youth who are in danger of dropping out of schools and becoming involved in anti-social behaviour, became actively engaged in arts-based learning using culturally-based and contemporary art forms, then they are much more likely to become positive role models to other Aboriginal youth, and be productive contributors to their communities.
Participant Outcomes

The long-term impacts of the LTTA’s YEP program are:

- Increased school attachment and community participation by youth
- Improved school attendance and academic achievement
- Reduction in instances of criminal activity
- Reduction in cases of substance abuse
- Greater sense of pride in cultural identity and traditional values, leading to greater self-esteem
- Improvement in student employment skills
- Expanded artist professional training, networks, and employment
- Improved inter-cultural understanding and acceptance within communities

Without the LTTA’s YEP program, Aboriginal youth are at a higher risk of becoming involved in the following:

- Criminal and gang activities
- Substance abuse
- Unemployment
- Poor mental and physical health
- Family and/or community violence

Valuing Change: Social Return on Investment

The goal of YEP is to positively engage Aboriginal youth in order to reduce or eliminate their involvement in criminal behaviour. This goal has the capacity to help avoid, save or reallocate current and future costs to society, which can be monetized as noted in the chart below:

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>2.16 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>7.44 : 1</td>
</tr>
<tr>
<td>Year 3</td>
<td>4.91 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>4.83 : 1</td>
</tr>
</tbody>
</table>

Looking Forward

YEP will continue to run in the Wood Buffalo region at least until 2016, under a blended support model leveraging local and private funding.

LTTA has learned a good deal from the experience and intend to take some next steps, including:

- Sharing our learning, knowledge, and promising practices with our community partners and stakeholders to ensure these are embedded throughout LTTA and its networks at regional, provincial, and national levels
- Sustaining a regionally responsive, collaborative, and Aboriginal-focused program built on principles of innovation and community-wide participation
- Building upon the success of our local program innovations, including how we develop and deliver Artist-Educator training, teacher professional development, and on-going mentorship, to ensure regionally responsive promising practices are applied in support of high quality, sustainable program
Fast Facts

Overview:
• Increased leadership development among teens and young adults
• Decreased number of youth entering gangs
• Increased cultural programming for children and youth
• Increased youth and family access to cultural knowledge holders
• Increased community understanding of historical impacts of colonization and residential schools

Program Background

The Saddle Lake Boys & Girls Club created a community engagement project to restore relational infrastructure, to create safety for children and families through volunteerism, family outreach, and cultural continuity strategies.

In the Saddle Lake Cree Nation, it was identified that Aboriginal youth were greatly impacted by intergenerational trauma and are exhibiting such characteristics as confusion about cultural identity, enduring sadness, acting out, early sexual behaviour, self-harm and suicide, substance abuse and addictions, violence, and entry into gangs.

A major purpose of the program was to encourage community agencies to implement ‘integrated case management’ for more effective and efficient work with families who often have complex issues and who are interfacing with multiple agencies. In the past agencies would engage with families separately, which lead to a number of issues. Additionally, the multiple agencies caused families to become more dependent on the agencies, rather than independent of them as the families had to manage multiple relationships.

To ensure success, the program was implemented in three strands:

• Engaging with families, which included building relationships by having “kitchen table conversations”
• Volunteerism and community engagement, which included research into the positive effects of community engagement

• Cultural connection, which created cultural teaching and supports for children and families

Social Value Created

Over the course of the three-year program, indicators of success were illustrated in qualitative and quantitative data. Positive outcomes included an improvement in the cultural connections, improved attendance at social and recreational activities, higher participation in parenting programs, and more outreach to complex family situations.

Children and families that participated in the Saddle Lake Boys & Girls Club showed success as they became more aware of community resources, and cultural and healing strategies for intergenerational trauma.

Valuing Change: Social Return on Investment

The Saddle Lake Boys & Girls Club’s primary objective was to educate caregivers on the effects of

Theory of Change

If Indigenous youth and their caregivers, who have been impacted by intergenerational trauma, have an opportunity to learn about historical impacts, then the youth will receive greater adult support to develop their personal 'gifts' (skills, abilities and insights), and their capacity to contribute to healthy family and community life is enhanced.
intergenerational trauma, in hopes of improving the cultural knowledge and resources available to Aboriginal youth.

**Participant Outcomes**

<table>
<thead>
<tr>
<th>Improved attendance at social and recreational activities</th>
<th>Involvement in community building activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fighting/bullying addressed in restorative circles</td>
<td>Increased knowledge about lateral violence</td>
</tr>
<tr>
<td>Increased instances of connection to cultural and traditional healing strategies</td>
<td>Increased awareness of community support services</td>
</tr>
</tbody>
</table>

**Key Learnings and Achievements**

During the program, it was identified that a lack of cultural awareness and knowledge by children, youth, young adults, and families lead to negative behaviours. An approach for this issue was creating relationships between youth, families, and cultural knowledge holders.

The use of storytelling was noted as particularly effective, as it allowed children to learn about their culture in a traditional way, while allowing for participants to share their stories and experiences to create an understanding of the relational infrastructure for children, youth, and families in Saddle Lake. In addition to storytelling, children and youth were engaged in a number of other cultural activities such as drumming, pipe ceremonies, picking wild onions, sewing skirts for ceremonies, sweats, women’s singing groups, and more.

On a larger scale, the program engaged the community to participate in healing activities such as, parenting classes and a six week program focusing on re-integrating cultural activities into everyday life.

A program unique to the Saddle Lake Boys and Girls Club was a program called Father Involvement Parenting program, which aimed to teach fathers how to positively engage their children. This is a very unique program, as the majority of parenting programs are targeted at young mothers and do not educate fathers about their role in raising a child.

Other benefits to the community were noted as the integration of the program created new opportunities for employment and new learning opportunities, such as discovering strengths of individual community members through engagement and awareness of what programming works effectively in the Saddle Lake community.

The program allowed for additional learnings to be noted surrounding the implementation and maintenance of the program. For example, it was noted that there was a high importance placed on the connectedness of the program’s team, as it was important to have its members actively circulating in the community. This allowed for program members to adequately learn, discuss, and address issues facing community members. However, it created challenges, such as separation or decentralization of the program’s team, which can cause disconnectedness and decreased collaboration between members.

When collecting achievements of the project, it was determined that a majority of the data was qualitative versus quantitative, therefore a Social Return on Investment calculation was not completed.

**Highlights**

The Saddle Lake Boys and Girls Club provided a unique circumstance that allowed for individuals and families that had lost touch with their heritage, to reconnect and re-integrate aspects of its traditional culture. Methods such as storytelling, the Seven Teachings, and the medicine wheel, were used to give its participants a cultural identity and encourage individuals and families to heal holistically.

**Looking Forward**

The integration of the Saddle Lake Boys & Girls Club program scratched the surface of a much larger issue, acknowledging that the scope of work required was far beyond the three-year time frame. Some elements of the program continue as part of the satellite Boys & Girls Club, however, longer-term funding is needed to adequately maintain the program created by the Boys & Girls Club.
Social Return on Investment (SROI) Case Study: Servants Anonymous Facilitated Exit (SAFE)

"Being supported and being in a positive surrounding helped me realize who I want to be and what I can accomplish." – Program Participant

Program Background

Since 1989, Servants Anonymous Society (SAS) is the only organization in Calgary providing a long-term recovery program for sexually exploited women.

SAFE provides a safe, secure, structured environment in which women can address immediate health, addiction and justice issues, as they prepare for entry into the longer term (6-12 months) day treatment program at SAS.

Program Background

SAS provides a community of hope and healing for young women ages 16 years old and older who are victims of, or are at risk of, sexual exploitation. Some of the core service components include four different levels of housing for participants and their children, intensive life skills programming, individual and follow-up support, job shadowing, job training and work experience opportunities, onsite ‘Cuddle and Care’ childcare, and the ‘Ventures Alumnae’ program. The organization uses an accompaniment model based on an ideology of “servant leadership” in which staff, volunteers, and alumnae join with and support participants in their healing journey.

In order to reduce wait times and increase overall program effectiveness, the Servants’ Anonymous Facilitated Exit (SAFE) program was launched in 2009 with start-up funding from the Safe Communities Innovation Fund (SCIF).

Program Background

The SAFE program is a 30-day ‘street to treatment’ transition and stabilization program that provides immediate shelter basic needs, counseling, and support for women who wish to leave the sex trade. Women often make the decision to leave the sex trade ‘in the moment’ and need a quick response in order to maintain motivation and engagement in making positive changes in their lives. SAFE has reduced the previous SAS wait time for service by half.

In the longer term program, women address personal social/emotional issues and addictions, build life skills, and vocational/employment skills. The SAFE program increases a woman’s chance of exiting the sex trade and facilities her recovery journey to a healthy productive lifestyle for herself and her children.

Social Value Created

By addressing the immediate needs of women seeking to exit the sex trade, SAFE creates meaningful outcomes for these women, their children, and the service system overall. Social value is created for government systems through decreased justice system costs associated with prostitution, drugs, and violence (including homicide), decreased health care costs for marginalized and extremely high-risk individuals, decreased involvement of Children’s Services, and improved health and well-being of children.

Theory of Change

If female sex trade workers (over 16 years old) wishing to leave the sex trade, have immediate access to safe housing, basic needs support and emotional/life skills support for themselves and their children, then they will be more likely to successfully engage in longer term treatment, leave the sex trade and create a healthy stable lifestyle for themselves and their children.
Additionally, value is created in the community by decreasing risk of crime related to drugs and poverty, and by decreasing transmission of disease. To the participants there is significant social value in experiencing less violence, increased safety, and decreased marginalization, stigmatization, and social isolation.

**Participant Outcomes**

As a result of the immediate support provided through the SAFE program, participants experience decreased violence in their lives and are better equipped to successfully leave the sex trade. They experience fewer crises, increased ability to manage addictions, improved health, more stable mental health, and decreased criminal justice system involvement. Participants indicate that the program helps strengthen their success in leaving the sex trade, and empowers them to address specific issues that may be keeping them vulnerable. The children of participants experience decreased risk for drug addiction, decreased Children's Services contact, decreased violence, abuse and neglect, and an overall improvement in health. The introduction of SAFE has increased retention in and effectiveness of other SAS longer-term treatment programs.

“I needed an ally when I came. I needed a lot of support, love and comfort. I feel I accomplished so much.” – Program Participant

**Valuing Change: Social Return on Investment**

Social Return on Investment (SROI) analysis was used to capture the social value of the outcomes produced by investment in the SAFE program. Through SROI analysis, the outcomes of the SAFE program were carefully mapped, enabling a clear understanding of the links between the activities of the program and change resulting from the activities. The outcomes were then given financial proxy values to represent the social value associated with the change resulting from program investment. The two target stakeholders in the analysis were the vulnerable, street-involved women, and their children. The analysis looks at three years of outcomes. Each year, quantities were determined for each financial proxy. These were then multiplied by the proxy value per year, which is counted for deadweight, attribution, and displacement based on research data and program experience. If change was predicted to endure into the future, then drop off was considered. For most proxies, no drop off was included due to the volatility and multiple risks associated with the situations faced by the participants. Overall, an eight per cent discount rate was applied to account for the risk that the program might not achieve its objectives.

**The Value of Annual Investment**

The SROI Ratio indicates that in the course of three years, the overall social value of investment in the SAFE program is $8.81 for every dollar invested. This is the result of three years of value creation, with Year 1 seeing $8.95 in social value created, Year 2 seeing $6.96, and Year 3 seeing $10.51. Therefore, addressing the immediate needs of women seeking to leave the sex trade and supporting these women in transitioning into the programming at SAS, creates not only meaningful and important change in the lives of these women but also a significant amount of social value within the community.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>8.95 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>6.96 : 1</td>
</tr>
<tr>
<td>Year 3</td>
<td>10.51 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>8.81 : 1</td>
</tr>
</tbody>
</table>

**Looking Forward**

The SAFE program was designed to enhance service delivery and programming effectiveness at SAS. The pilot program has demonstrated results in reduced wait times for participants, and a facilitated transition out of street involvement. Further, the use of SROI analysis has highlighted the social value created through investing in this program. Future funding is sought for the purpose of continuing this effective and valuable program for vulnerable and exploited women.
Social Return on Investment (SROI) Case Study:
Safe Communities Innovation Fund
SIKSIIA FAMILY VIOLENCE RESPONSE INITIATIVE (FVRI)

"I just want to thank FVRI for their assistance and time. Their help was greatly appreciated." – Program Participant

Program Background

The Family Violence Response Initiative (FVRI) project addresses the incidence and prevalence of family violence on Siksika Nation, a reality that reflects the social and relational dysfunction that exists within many families. This dysfunction is a symptom of the larger issues of intergenerational trauma experienced through the child welfare system, Indian residential schools, and the imposition of the Indian Act.

The historical, cultural, and spiritual legacy left by the removal of children from their homes and families, generation upon generation, is the underlying reason why many First Nation communities experience a range of cultural and social disorders today. Family violence is one of the larger avenues of impact in the community, but also includes suicide, addictions, risky lifestyles, mental health issues, psychological disorders, poor health, abusive relational situations, loss of identity, inability to cope, and unmanageable stress. Family violence is linked to other social determinants, including poor living conditions, poverty, unemployment or poor employment, limited cultural or religious foundations, and a lack of education.

Social Value Created

The Siksika FVRI project is needed to enhance existing responses within the community, with a specific focus on family violence. The overall prevalence and residual issues related to family violence show up in clients among many of our service providers, not just in crisis programming. By using a multi-disciplinary approach, coupled with intensive case management, the FVRI project provides a greater service capacity and partnership structure that reaches clients at the formative, preventative, and after stages of a family violence incident.

Participant Outcomes

- Knowledge and confidence to stay safe and connected to supports
- Living in safe and healthy living arrangements
- Increased ability to work and confidence to find employment
- Improved mental health

Looking Forward

The FVRI project has adapted a model that supports clients in family violence situations with holistic wrap-around supports. The program provides services that are required from clients throughout their healing process, and is can be seen as effective by the increases in sustainable and long-term protective factors that reduce at-risk behaviours and ultimately future family violence.

Theory of Change

If families experiencing domestic violence are provided with comprehensive wrap-around supports featuring immediate access and continuity of service, then they will be more likely to use those services to address their underlying issues and domestic violence will be reduced.

Fast Facts

By the Numbers:
- Between 2011-2014 approximately 500 clients received direct and indirect FVRI service
- 29 per cent continue to stay engaged in community activates
- 18 per cent found permanent housing
- 16 per cent moved to a safer place

Contact Details:
Siksika Health Services
Janice Doore
Phone: 403-901-6442
Email: janiced@siksikahealth.com
Social Return on Investment (SROI) Case Study: 
Safe Communities Innovation Fund 
SNAP® FOR HIGH-RISK YOUTH

“Integrating safe, caring, and inclusive knowledge, skills, and attitudes into a child’s upbringing is the most effective way to develop socially, emotionally and morally healthy children.” – Program Staff

Program Background
While there is significant focus on very young children in healthy child development, research on children aged 6-11 years old with aggressive or antisocial behaviour, such as lying, bullying, and other early aggressive behaviour, tends to receive much less attention. Yet, compelling evidence such as court records of older offenders indicates that there are years of warning before a juvenile becomes a serious violent offender, with minor difficulties arising as early as age six, and evolving into serious delinquent behaviour before age 12 years old (Loeber, Farrington & Petechuk, 2003).

With the prevalence of conduct disorder in children, estimated at 6.5 per cent for boys and 1.8 per cent for girls aged 6-12 years old, there is an estimated 10,000 youth with conduct disorder in Alberta (Offord, Lipman & Duke, 2001). While not presuming that all these children will grow up to be aggressive, anti-social, chronic adult offenders, it is worth noting that 50 to 70 per cent of incarcerated men have a history of conduct disorder.

In 2009, the Society for Safe and Caring Schools & Communities (SACSC) began a pilot of the SNAP (Stop Now and Plan) program through a collaborative arrangement with the Alberta Teachers Association, select school districts, community agencies and volunteers. The SNAP program was able to come to fruition with three-year funding from the Safe Communities Innovation Fund (SCIF).

SNAP is an evidence-based, cognitive behavioural program and a proven preventative intervention approach (listed by the National Crime Prevention Centre of Canada as an evidence-based, best-practice model) that reduces and prevents crime in high-risk youth aged 6-11 years old. The goal of SNAP is to provide the targeted group with the skills they need to make good decisions, give them alternate strategies for controlling impulses, and to provide their support networks (parents/adults and school staff) with proven strategies to ensure they have the support they need to be successful.

The SNAP program targets children with behavioural problems and those most likely to “flip” into the youth justice system by addressing key ingredients of their antisocial behaviour, such as inadequate impulse control and problem solving skills.

Random Control Trial results indicate that SNAP participants become less aggressive and delinquent, better at controlling their anger and better students.

Theory of Change
If youth aged 6 to 11 years old experiencing anti-social behaviour, learn impulse control and problem solving strategies through the SNAP® program, then they are more likely to remain in school, and therefore are less likely to have involvement or re-involvement with the criminal justice system.
Social Value Created

In order to help demonstrate the value of investment, Social Return on Investment (SROI) has been used to illustrate the benefits associated with striving to increase the safety of Alberta’s communities. Utilizing this approach, SACSC calculated social value that has been created at both a systems level and individual level through SNAP.

At an individual level, the implementation of the SNAP program provided targeted youth with the skills and supports they need to make good decisions and alternative strategies for controlling impulses. SNAP helps children and parents deal with anger by teaching them to stop, to calm down, and to think about positive solutions.

At a systems level, the development of strategies to respond to risk factors associated with childhood antisocial behaviour creates social value by reducing the need for resources within the school, police service, and services for children and families to respond to antisocial behaviour and its effects on others. The long-term systems evaluation of reduced access to justice, health and social support systems, and increased societal contributions has been assessed in other longitudinal studies, but is not within the scope of this project.

Valuing Change: Social Return on Investment

The social value created through the SNAP program was financially valued in terms of the change experienced at the individual level by assigning financial proxies to represent this change. These proxies are illustrated in the table on the right.

The chart below illustrates the financial value of the SNAP program.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>Total Value</th>
<th>Total Input</th>
<th>Net Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>$411,370</td>
<td>$362,863</td>
<td>$48,507</td>
</tr>
<tr>
<td>Year 2</td>
<td>$1,204,985</td>
<td>$387,989</td>
<td>$816,996</td>
</tr>
<tr>
<td>Year 3</td>
<td>$1,251,418</td>
<td>$400,000</td>
<td>$851,418</td>
</tr>
<tr>
<td>Total</td>
<td>$2,867,773</td>
<td>$1,150,852</td>
<td>$1,716,921</td>
</tr>
</tbody>
</table>

Looking Forward

It is projected that over the next five years, the cost to implement SNAP for more than 1,560 children across Alberta will be approximately $3,300,000, or $2,100 per child.
“This program has significantly helped my kids. The program had a number of quality activities that filled the time of my kids. Because of this program I now have three of my kids attending the University of Alberta and one is in an apprenticeship program, studying Power Engineering.” – Program Parent

Program Background

Canada has one of the largest Somali populations in the Western world and nearly 20,000 members of the Somali community live in the Edmonton area. Children of immigrant and refugee families face a drastic life change when they arrive in Canada. For example, many have never attended school. In order to address the growing issues faced by transitioning Somali youth, the Somali Canadian Cultural Society of Edmonton established a program to assist Canadian Somali youth. Activities include the following:

- Mentoring
- College awareness and preparation
- Courses and enrichment in the Canadian culture and the arts
- Volunteering and community service opportunities
- Supervised recreation and athletic programs/events
- Youth leadership activities
- Tutoring and supplementing instruction in basic skills, such as reading, math, and science
- Improving homework quality
- Encouraging the development of new skills and interests
- Improving school attendance and reducing dropout rates
- Increasing family and community involvement

Social Value Created

Over the span of the three-year program, program success was indicated through qualitative and quantitative research.

The program’s positive outcomes include attitudes of leadership, team work, self-esteem, confidence, and the ability to think critically.

The program experienced a large increase in the number of participants (aged 6-25 years old) from 31 participants in Year 1 to 430 in Year 3. Additionally, in Year 1, six families reported reduced runaway rates, followed by 37 families in Year 2 and 114 families in Year 3.

Program Goals

Programs were developed to address issues underlying Somali youth’s transition into the Canadian culture and schools. The goals of the program include:

- Improving social skills
- Preventing crime, juvenile delinquency, and violent victimization
- Improving self-confidence

Theory of Change

If Somali youth aged 6-25 years old are engaged in the programs offered by the Somali Canadian Cultural Society, then the youth will likely reduce instances of substance abuse and dropout rates and increase social interactions, self-esteem, and academic achievements.
Without the program, Somali youth would more likely be at risk of the following:

- Poverty and/or homelessness
- Substance abuse
- Criminal behaviour
- Dropping out of school
- Family conflict/running away

### Participant Outcomes

The long-term impacts of the Somali Canadian Cultural Society and associated programs are:

- Increased high school graduation rate
- Youth employment has increased
- Family conflict rates have decreased
- Health issues caused by obesity have decreased
- Youth self-esteem has increased

### Valuing Change: Social Return on Investment

The program’s primary objectives reflect the need to engage Somali youth in order to decrease negative behaviours. Changes experienced as a result of the program can be monetized to reflect the SROI.

<table>
<thead>
<tr>
<th>Health care costs</th>
<th>Reduced obesity rates in youth and reduced hospital stays</th>
</tr>
</thead>
<tbody>
<tr>
<td>School administration costs</td>
<td>Reduced school dropout rates</td>
</tr>
<tr>
<td>Police involvement costs</td>
<td>Reduced crime/vandalism rates</td>
</tr>
<tr>
<td>Social services</td>
<td>Reduced juvenile delinquency and runaways</td>
</tr>
</tbody>
</table>

The Value of Annual Investment

The total present value of investing in the program was calculated to be $2,183,812, with a total investment in the program of $205,140. This indicates that for every dollar invested in the program, there is a return of between $2.64 and $18.25 of social value created by the program with an average of $10.65.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>2.64 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>11.05 : 1</td>
</tr>
<tr>
<td>Year 3</td>
<td>18.25 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>10.65 : 1</td>
</tr>
</tbody>
</table>

“I am a single mother who cannot afford hiring a tutor. I was fortunate enough to have this program. I was new into the country and did not have communication skills and the education needed to help my kids. This was a wonderful program. I will never forget it.” – Program Parent

Recipient of Safe Communities Innovation Fund, Alberta Justice and Solicitor General
Social Return on Investment (SROI) Case Study: Safe Communities Innovation Fund

EDEN VALLEY ART PROGRAM

“Eden Valley youth are getting inspiration through music in a new program that has them grooving to rap, spoken word, powwow, and hip hop harmonies.”

– Okotoks Western Wheel

**Program Background**

The Eden Valley ART program was created following an identified opportunity to engage youth in the community from grades 5-12 at the Chief Jacob Bearspaw School. These students, some of whom had had previous arrests or were involved in gang-related activities, were at risk of dropping out of school. The program was implemented as a way of identifying and developing student talent within the arts, and providing counseling and issues management within the program. The goals of the program include:

- Creating connections with the community
- Promoting the exploration of students’ artistic talents
- Building healthy and supportive relationships with program mentors
- Providing an opportunity for counselling in a comfortable setting

**Participant Outcomes**

<table>
<thead>
<tr>
<th>Improved rates of school attendance</th>
<th>Reduction in property theft</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased self-esteem</td>
<td>More engaged at school</td>
</tr>
<tr>
<td>Development of trades and skills</td>
<td>Increased engagement in positive activities</td>
</tr>
<tr>
<td>Development of stronger personal principles</td>
<td>Better ability to make better/safer judgements</td>
</tr>
<tr>
<td>Development of positive relationships</td>
<td>Opportunities for self-development and counselling</td>
</tr>
</tbody>
</table>

**Social Value Created**

Over the course of the ART program, positive indicators of success were noted through both qualitative and quantitative means. The program’s positive outcomes include:

- Improved participants future employability by providing them with trade skills and connections to local art galleries
- Increased engagement at school due to participation in the ART program
- Increased participants self-value

Without the program, youth would have been more likely to become involved with:

- Gangs
- Criminal activity
- Substance abuse/addiction
- Dropping out of school
- Increased violence at home

**Valuing Change: Social Return on Investment**

The ART program’s primary objective is to provide at-risk youth an opportunity to develop their artistic talents while also providing the opportunity for counselling and the development of positive relationships. These positive changes can be monetized through social cost savings, cost reallocation, and cost avoidance in the following areas:

<table>
<thead>
<tr>
<th>School administration</th>
<th>Probation and parole</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police investigation</td>
<td>Youth court</td>
</tr>
<tr>
<td>Homelessness</td>
<td>Legal aid time</td>
</tr>
<tr>
<td>Police attendance in court</td>
<td>Property damage/ theft</td>
</tr>
<tr>
<td>Addiction counselling and treatment</td>
<td>Dropping out of school</td>
</tr>
</tbody>
</table>

**Theory of Change**

If youth who are at risk of low self-esteem, gang activity and substance abuse are able to engage in developing their art talents, then they will be more confident, have a stronger sense of identity, and will be less at risk of involvement in criminal activity.

**Fast Facts**

**Recipient of Safe Communities Innovation Fund, Alberta Justice and Solicitor General**

**Eden Valley youth are getting inspiration through music in a new program that has them grooving to rap, spoken word, powwow, and hip hop harmonies.”**

– Okotoks Western Wheel

**Program Background**

The Eden Valley ART program was created following an identified opportunity to engage youth in the community from grades 5-12 at the Chief Jacob Bearspaw School. These students, some of whom had had previous arrests or were involved in gang-related activities, were at risk of dropping out of school. The program was implemented as a way of identifying and developing student talent within the arts, and providing counseling and issues management within the program. The goals of the program include:

- Creating connections with the community
- Promoting the exploration of students’ artistic talents
- Building healthy and supportive relationships with program mentors
- Providing an opportunity for counselling in a comfortable setting

**Participant Outcomes**

<table>
<thead>
<tr>
<th>Improved rates of school attendance</th>
<th>Reduction in property theft</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased self-esteem</td>
<td>More engaged at school</td>
</tr>
<tr>
<td>Development of trades and skills</td>
<td>Increased engagement in positive activities</td>
</tr>
<tr>
<td>Development of stronger personal principles</td>
<td>Better ability to make better/safer judgements</td>
</tr>
<tr>
<td>Development of positive relationships</td>
<td>Opportunities for self-development and counselling</td>
</tr>
</tbody>
</table>

**Social Value Created**

Over the course of the ART program, positive indicators of success were noted through both qualitative and quantitative means. The program’s positive outcomes include:

- Improved participants future employability by providing them with trade skills and connections to local art galleries
- Increased engagement at school due to participation in the ART program
- Increased participants self-value

Without the program, youth would have been more likely to become involved with:

- Gangs
- Criminal activity
- Substance abuse/addiction
- Dropping out of school
- Increased violence at home

**Valuing Change: Social Return on Investment**

The ART program’s primary objective is to provide at-risk youth an opportunity to develop their artistic talents while also providing the opportunity for counselling and the development of positive relationships. These positive changes can be monetized through social cost savings, cost reallocation, and cost avoidance in the following areas:

<table>
<thead>
<tr>
<th>School administration</th>
<th>Probation and parole</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police investigation</td>
<td>Youth court</td>
</tr>
<tr>
<td>Homelessness</td>
<td>Legal aid time</td>
</tr>
<tr>
<td>Police attendance in court</td>
<td>Property damage/ theft</td>
</tr>
<tr>
<td>Addiction counselling and treatment</td>
<td>Dropping out of school</td>
</tr>
</tbody>
</table>

**Theory of Change**

If youth who are at risk of low self-esteem, gang activity and substance abuse are able to engage in developing their art talents, then they will be more confident, have a stronger sense of identity, and will be less at risk of involvement in criminal activity.
Social Return on Investment (SROI) Case Study: 
Safe Communities Innovation Fund
CHESTERMERE CRIME REDUCTION PARTNERSHIP

“...after a few run-ins with the law. I was extremely depressed. She never pushed me out of my comfort zone. I was free to express myself in my own words. She made me feel like I was part of the process and not just being talked at. I thought my world was over and nothing could fix it, but after each meeting I started to learn how to handle things. It really helped me see the light in a dark, dark world.”

– Program Participant

Program Background

In 2009, in response to increasing youth crime and adult gang levels in Chestermere, the RCMP and the Town of Chestermere Community Services Department developed the Chestermere Crime Reduction Partnership. From that collaborative partnership, the Turn Around Program (TAP) was launched. The program received pilot funding from the Alberta Justice and Solicitor General under the Safe Communities Innovation Fund (SCIF).

The Chestermere Crime Reduction partnership supported youth aged 12-24 years old who were at risk of becoming involved in crime and/or gang activity. The Social Worker in partnership with an RCMP Officer connected with youth that fit the criteria and supported them to identify their strengths and goals for positive development. The youth were supported by strengthening their protective factors, such as problem solving and self-esteem, and decreased their risk factors that contribute to problem behaviours and further crime involvement.

Participant Outcomes

Assessment tools by Resiliency Canada were used to measure risk factors that contribute to youth gangs and crime. Resiliency scores demonstrate that youth are in fact increasing their protective factors and reducing risk factors when pre and post tests are compared. The positive increases in family support, school involvement, self-esteem, self-control, positive role models, combined with a reduction in the risk factors of truancy, alcohol and drug use, aggression, and impulsivity, all increase the potential for the youth to become a productive and responsible member of society. Other outcome measures reflected well on the program, including the percentage of recidivism.

At the time of reporting, 73 per cent of the participants had not re-offended. 28 per cent of the adults and 26 per cent of youth had new charges, including breaching probation, failing to appear in court, and mischief. Only four participants re-offended with violent offence charges, two of which did not complete the program due to moving out of the area.

Case Study: Protective Factors

Improving protective factors for youth creates positive changes and is illustrated in this program participant's story.

K was referred to the program from Probation (Alberta Justice) after he was charged with theft with a firearm. Upon first entering the Turn Around Program, K had dropped out of school in Grade 10 and was unemployed.

Contact Details:
Town of Chestermere
Tanya Galey
Phone: 403-207-7050
Email: tgaley@chestermere.ca

Theory of Change

If youth at risk of or involved in gangs and/or crime are identified early, and provided support and opportunities to improve healthy relationships in their community, school and home, then they are more likely to live healthy, contributing lives and less likely to become or stay involved in gangs and criminal activity.
After working with the Social Worker, K engaged in resume preparation, interview readiness, and positive behaviour modeling. He is currently employed full-time as a cook in a local restaurant and working part-time in an automotive shop.

Social Value Created

As youth improve their individual functioning in the community, they become strong role models or mentors for other at-risk youth. The social value of youth having an improved self-awareness, increased coping mechanisms, better problem solving skills, and increased educational and employment involvement allows youth to fully contribute to their community. Lower crime and community participation is not only cost effective but also makes youth in the community feel safer allowing for better relations between youth and adults in the future. Social Value is also created as new community partnerships have developed, which will continue to thrive and work in ever-increasing ways to support youth in building a stronger, safer community.

Valuing Change: Social Return on Investment

The Social Return on Investment (SROI) analysis shows the Chestermere Crime Reduction Partnership was a cost-effective initiative for society in the long term. The creation of a collaborative partnership between RCMP, Community Social Workers, and Probation Services, as well as other community stakeholders allowed for an integrative approach to crime reduction, shared knowledge about individuals of concern, and education surrounding crime and its impact in the community.

RCMP, Probation, Alberta Alcohol and Drug Abuse Commission (AADAC), Mental Health, and other community resources had fewer crisis responses to these youth due to fewer charges, breaches of probation, justice system involvement, family breakdown, Child and Family Services involvement, substance abuse, and mental health concerns. This allowed for these community resources to allocate their resources to other areas of concern, creating cost-effectiveness for all community partners. The program also addressed crime and gang activity by increasing a sense of safety and well-being in community for youth and adults.

As youth were redirected from criminal activity to productive societal endeavors such as employment and education, the greater society not only gained new contributors but also valuable community partnerships.

The Chestermere Crime Reduction Partnership used a progressive approach to impact concerns of crime and gang involvement at an individual and a systems level. The individual clients reported having achieved success through skill building and strengthening protective factors to reduce recidivism rates. The value of the program was felt by families and more of them self-referred to the program. At a systems level, the community became more streamlined and gained an approach to addressing crime. Schools, Probation Services, and the RCMP felt supported in their efforts to provide assistance to youth presenting issues.

SROI Ratio

The SROI ratio demonstrates a three-year breakdown of the amount saved per stakeholder for every dollar invested in the project. The Chestermere Crime Reduction Partnership project created a cost savings of $2.80 per every dollar invested.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>0.15 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>4.00 : 1</td>
</tr>
<tr>
<td>Year 3</td>
<td>4.26 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>2.80 : 1</td>
</tr>
</tbody>
</table>

Looking Forward

The community benefited from a local initiative for their youth. They gained a safer community with a youth population that was more productive and responsible than ever before. The success of the program was attributed to the involvement of many community partners, community resources, and investors. With ongoing resources to expand the program, the number and reach of this collaboration would continue to grow.
Social Return on Investment (SROI) Case Study:
Safe Communities Innovation Fund
YOUTH MENTOR CONNECTOR

“Mentoring is helping someone else learn from their mistakes, advance in life, and become better along the way. Mentorship, for me, is giving back to others for all that’s been given to me.” – Program Mentor

Program Background

Youth Mentor Connector is a free and voluntary program designed for youth aged 12-25 years old at risk of being involved, or previously involved with, criminal activity as a result of poor relationships, family discord, drugs and alcohol use, or disconnection with school.

The program utilizes various types of mentoring, such as traditional one-on-one mentoring. This strategy connects youth to organizations or groups of interest, encourages participation in clubs and teams, and connects youth to resources in the community that may be of service.

Mentors are trained and committed adults who are passionate about supporting youth and helping them to reach their full potential. Partnerships with several community organizations made this program successful, including the Drayton Valley RCMP, Family and Community Support Services (FCSS), the Town of Drayton Valley, the Youth Mentor Connector Response Team, and various agencies, groups, and schools in the Town of Drayton Valley.

Participant Outcomes

As a result of engaging with the Youth Mentor Connector program, youth feel more included in the community and understand that there are people who care about them and want to see them succeed in life. The program helped contribute to an increase in positive youth relationships and youth and family connections to community resources, while decreasing alcohol and drug use, criminal involvement, and school dropout rates. With youth being more engaged in school, feeling supported by a mentor, and increasing their sense of belonging, there has also been a noticeable drop in mischief-related crimes in the Town of Drayton Valley.

Mentors also experienced changes that are directly linked to participation in the program. They reported seeing and understanding that there is a great need for positive influences for youth and witnessed firsthand the differences they made in the youth they mentor. The mentors also experienced increased skills in supporting others and an increase in self-confidence based on contributing to the well-being of their community.

Valuing Change: Social Return on Investment

Value was created in the form of reduced need for police intervention and court processes, mental health/clinical/addiction services, child welfare support, and an increased family stability.

Although many outcomes can be translated into tangible value creation, there were many outcomes experienced that are not reflected in the Social Return on Investment (SROI) analysis.

Theory of Change

If youth who are at risk of being involved in criminal activity, as well as experience poor relationships, family discord, and drug and alcohol use, are given the opportunity to connect to community mentorship and leadership opportunities, then they are more likely to become positive members of the community.
These include increased self-esteem, confidence, and positive engagement with peers as experienced by the youth.

**Case Study: Positive Influence**

L was referred to the program knowing that she needed more positive influences in her life. When a weak relationship with her parents and getting into trouble with the law placed her under probation, she recognized the need for a mentor in her life. Wanting to deal with her anger in a positive way, she decided to start boxing at the boxing club. A woman who also loved boxing took her under her wing and the two now enjoy training and going on girl outings together. L is no longer under probation and has not re-entered the legal system.

**The Value of Annual Investment**

Social Return on Investment (SROI) analysis was used to capture the social value of the outcomes produced by investment in the Youth Mentor Connector Program in Drayton Valley. The analysis looked at the outcomes for 269 youth over three years as a result of their participation in the program. In order for the analysis to most accurately reflect the changes that the program created for youth and for the community, factors such as the duration of the change beyond the intervention period, the contribution of other community agencies, and the possibility that youth would have achieved these outcomes on their own were all taken into consideration.

The SROI ratio which is based on the total value created divided by the total investment indicates that over the three-year pilot, the average social value of investment in the Youth Mentor Connector program is $1.59 for every dollar invested.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>0.43 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>2.27 : 1</td>
</tr>
<tr>
<td>Year 3</td>
<td>2.06 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>1.59 : 1</td>
</tr>
</tbody>
</table>

**Looking Forward**

The Mentor Connector Response Team can see the impact the program had, and sustainability has been a priority. What the team has learned is that it takes the entire community to support youth who are at risk, and they do not want to see the program end.

Our local Mental Health Capacity Building project, Aim for Success, has played an active role in the program and sees the Mentor Connector Program as a great addition to the work that they already do with youth at risk within the school system. With the support of the entire team, the Mentor Connector is now looking at how they can transition ownership of the program from the Town of Drayton Valley to Aim for Success.
Social Return on Investment (SROI) Case Study:
Safe Communities Innovation Fund
SHARED COMMUNITY SCHOOL RESOURCE OFFICER

“*The students are changing behaviours and those that have not changed are being encouraged by those who have changed, as they are now empowered to do so without consequence from bullying. It’s been incredible to watch this happen on more than one occasion!*” – Program Staff

Program Background
In 2009, Delburne, Trochu, and Elnora, three rural communities in Central Alberta, came together to sponsor the School Resource Officer (SRO) project. The communities were concerned about an increase in drug use, bullying, cyber-bullying, violence, vandalism, and risky or criminal behaviour. A police presence in the schools and communities would build positive relationships between the RCMP, youth, and other community members, and issues would be prevented or dealt with at an early stage.

Program Description
The SRO’s job is to ensure a safe and caring place of learning by balancing prevention, intervention, and enforcement into a proactive role. The SRO divides his/her time between three schools, spending two days per week at the K-12 schools in Trochu and Delburne, and one day per week in the Elnora school (K–8). The officer’s activities include:

• Making presentations on topics such as safe driving, bullying, substance abuse, the Youth Criminal Justice Act, Halloween safety, farm safety, and ‘sexting’
• ‘Hanging around’ in the schools to develop relationships with students
• Acting as a sounding board and working with other school personnel to provide assistance and support for students experiencing personal or family difficulties
• Establishing and supporting a chapter of Students Against Drinking and Driving
• Organizing community-building events such as a bicycle rodeo and teachers vs students hockey games
• Enforcing laws
• Lockdown practice

“*Cst. Bart Warner (our SRO) brought a motivational speaker who spoke about the effects of alcohol and driving to the Delburne School. The next day he got a call from a grade 10 parent who thanked Cst. Warner for bringing the speaker, as he hadn’t spoken to his son for more than five minutes over the last three years, and as a result of this speaker and Cst. Warner, he had a great talk with his son and the lines of communication are open again!*” – Program Staff

Project Outcomes
The presence of the SRO improved the perception of safety within the schools among students, parents, and staff, with school staff noting the greatest benefit. The SRO was a positive role model for the students. In the elementary schools, this led to improvements in bike and pedestrian safety.

In the high schools, one focus of the SRO’s work was to try to change the

Theory of Change
If communities witnessing a rise in defiant behaviour and crime create positive and strong relationships with police officers, then personal expectations will be raised, individual behaviour will change, and the community will be strengthened.
norms around dangerous driving. Stakeholders cited several examples of improved behaviour in this area, with reductions in stunting, drinking and driving, and resulting accidents.

Once trust was established, the SRO was informed of issues that were brewing and could intervene to prevent an escalation to dangerous or criminal behaviour. Other cases were solved more quickly than previously, and vandalism decreased.

The availability of the SRO in the three communities decreased police response time and provided an accessible source of information and assistance for the community as a whole.

The SRO, working with family wellness workers, helped some students with personal or family troubles get the necessary support to improve their lives.

**Valuing Change: Social Return on Investment**

In a Social Return on Investment (SROI) analysis, a project identifies its primary sources of social value, some of which can be given a monetary value and others of which cannot. Those outcomes which were monetized are shown below.

<table>
<thead>
<tr>
<th>Sources of Social Value</th>
<th>Costs of Social Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduction in dangerous driving</td>
<td>Costs of accidents, injuries</td>
</tr>
<tr>
<td>Decrease in bullying</td>
<td>Costs of seeking medical or psychological help, time spent dealing with issues in the school</td>
</tr>
<tr>
<td>Reduction in property crime (vandalism, graffiti, etc.)</td>
<td>Costs of the crimes themselves, police court, probation costs</td>
</tr>
<tr>
<td>Help with personal and family issues</td>
<td>Costs of emergency / crisis services (ER visits, emergency shelters, etc.)</td>
</tr>
<tr>
<td>Reduction in calls to RCMP</td>
<td>Costs of police call outs</td>
</tr>
</tbody>
</table>

**Value of Annual Investment**

The SROI ratio means that over three years the social value of investing in the SRO project is $1.19 for every dollar invested, indicating the project return exceeds the costs of operations.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>0.72 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>0.93 : 1</td>
</tr>
<tr>
<td>Year 3</td>
<td>1.91 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>1.19 : 1</td>
</tr>
</tbody>
</table>

The analysis was very conservative since it is difficult to estimate how many traffic accidents or bullying incidents were prevented. The prevention of just one fatal traffic accident would dramatically increase the ratio, for example. And, of course, there are benefits to which a dollar value could not be attached, such as the long term benefits of a positive relationship with police that elementary school students will carry into their teen and adult years.

**Looking Forward**

The success of the program has surpassed the expectations of everyone involved. The SRO program represents ‘community policing’ at its finest. The project will continue to work towards developing strong, safe communities by working with local youth.

“To quote Sgt. Sangster from the Three Hills detachment, ‘The interaction with the youth at the schools for the whole detachment has been a win/win for my office. The spin-offs of the increased contact with the youth, schools, and communities have been a catalyst in creating an example of best practice for community policing in Alberta.’” – Program Staff
Social Return on Investment (SROI) Case Study: Safe Communities Innovation Fund
TEEN CENTRE CRIME REDUCTION PILOT PROJECT

“The Boys and Girls Club of Whitecourt & District (BGCW), initiated in 2004, is an organization dedicated to providing a safe, enriching place for all youth in the community and offering reliable, innovative developmental and recreational programs for local children and youth.” – Program Staff

Program Background
The Teen Centre grew out of a need identified by the Town of Whitecourt to reduce high-risk behaviours such as drug and alcohol use, drug dealing, vandalism, shop lifting, and bullying. The centre also works to identify family violence and homelessness that teens sometimes struggle with in secrecy.

Operating during ‘critical hours’ (lunchtime and after school) and on weekends, the target participation group includes youth (aged 11-18 years old) who are at risk for involvement with drugs, alcohol, and crime. Even though the target group of youth are those who experience the greatest positive outcomes as a result of participating with the Teen Centre, all youth are welcome and create an atmosphere that enriches these positive outcomes for everyone.

Participant Outcomes
Positive outcomes experienced by youth who attend the Teen Centre have been developed through interviews with youth and community professionals, and have been validated through research. The outcomes primarily create change in the lives of the youth, but also impact their families, peers, and services provided by the Government of Alberta:

- Increased engagement with and completion of high school
- Decreased use of drugs and alcohol
- Strengthened relationship skills with peers and friends
- Increased self-esteem, confidence and connection to community resources, through safe and positive adult mentorship
- Reduced criminal activity including drug use, theft, and vandalism

Case Study: Feedback and Support
M is a 14 year old youth who struggled with poor grades in school and was beginning to lose interest in attending. Although his parents were interested in seeing him achieve a high school diploma, they were overwhelmed with caring for his younger siblings and were both working full-time, leaving little energy to provide M with the support he required to commit to school.

As he developed a strong and positive relationship with the staff at the Teen Centre, he began receiving positive feedback and encouragement around his interest in school. Now, M regularly brings his attendance records to the Teen Centre to proudly show them to the Centre coordinator. He has said that since the Centre has been open, his attendance has improved almost 50 per cent, and he hasn’t been getting into any trouble lately.

Theory of Change
If teens who are at risk of spending time without adult supervision at lunch and after school, are provided a safe, warm and engaging place to hang out while developing a strong bond with positive and caring adults, then they will be more engaged with school, become more connected with their community, and avoid the use of drugs and alcohol.
Social Value Created

A Social Return on Investment (SROI) was completed to help the Boys and Girls Club of Whitecourt & District measure, understand, and communicate the value of the program. The total present value is $1,206,151 over all three years of Teen Centre operations, with an investment of $464,633 over the same period of time. This results in a ratio of 2.93:1 over three years. It is important to note that the ratio of social value to investment has increased substantially in the most recent year of operations. This is due to the increased attendance, ability for the Teen Centre to adapt its programming to the needs of the teens, and the strong and positive relationships that the staff have developed with the youth, their parents, the schools, and other programs involved in the youths' lives. This higher ratio is considered to be more representative of the value the Teen Centre will create on an ongoing basis.

Looking Forward

In May 2011, the Boys and Girls Club of Whitecourt and District secured three years of funding through the Safe Communities Innovation Fund (SCIF) to develop a Teen Centre. Throughout the funding period, the Teen Centre Program evolved in response to the needs of the community and the youth attending. During the first two years of operations, the Centre focused primarily on program development, building community partnerships, and understanding what the youth were looking for in a Centre. By Year 3, as illustrated through the SROI results, the Teen Centre became an established and highly respected/recognized program in the Town of Whitecourt.

Currently the Teen Centre is seeking funding to help continue their "critical hours" work with youth in the Whitecourt community.
**Social Return on Investment (SROI) Case Study: Safe Communities Innovation Fund**

**FAMILY VIOLENCE OUTREACH TEAM**

“**Working hand in hand with the Wetaskiwin RCMP, the Family Violence Outreach Team has helped to improve the overall response to domestic violence in Wetaskiwin.**”

– Program Staff

**Fast Facts**

By the Numbers:

- 558 families, including over 500 children, were served by the Family Violence Outreach Team
- Over seven community partners participated in community capacity building
- 80 per cent of workshop participants reported learning new ideas to respond to family violence

**Contact Details:**

Wetaskiwin & District Victim Services Society

Petra Pfeiffer
Phone: 780-312-7287
Email: vicserv@incentre.net

**Program Background**

The Wetaskiwin Family Violence Outreach Team is a collaborative and interdisciplinary initiative undertaken by the following partners:

- Wetaskiwin RCMP
- Wetaskiwin & District Victim Services
- Wetaskiwin Regional Public Schools
- Community Learning Council
- Alberta Health Services
- Prevention of Family Violence Resource Centre

The Family Violence Outreach Team originally consisted of one assigned RCMP officer, one full-time Family Violence Outreach Worker, one assigned Children’s Services Worker, and a part-time Community Development Worker. In 2014, the team was reconfigured and now consists of two assigned RCMP officers and one full-time combined Family Violence Outreach and Community Development position.

The Family Violence Outreach Worker works closely with RCMP to follow up on assigned domestic violence cases, providing support, information and referrals, and, in some cases, safety planning. Services may be provided by phone, home visit or in a face-to-face meeting outside of the home. Cases with children are referred to Children’s Services for additional support.

The Community Development Worker’s role is to increase community awareness of family violence, increase professional competency to work with those experiencing family violence, and improve service coordination and access within the Wetaskiwin community. The Community Development Worker organized a number of training workshops on elder abuse, and a Protective Orders workshop that was attended by 43 participants from police, victim services, and justice.

Community partners worked on information sharing and reporting protocols; subsequently several organizations implemented family violence screening protocols. The community partners also participated and assisted with community-wide family violence awareness campaigns. As a result, there is an increased community awareness of domestic violence in Wetaskiwin.

The project provided partners and other community agencies with training tools and information to ensure people impacted by family violence have access to information and services they need, regardless of where they may initially seek service. Strong working relationships with community partners such as Alberta Health-Addictions and Mental Health are helping to facilitate referrals for treatment.

**Theory of Change**

If individuals and families experiencing family violence have access to comprehensive prevention and intervention services, then incidents of family violence will be reduced in frequency and severity. As a result, families will have an increased opportunity to lead safer, healthier and happier lives.
Social Value Created

The Wetaskiwin Family Violence Outreach Team created social value through the provision of follow-up support, information, and referral for those experiencing family violence, and through working with community partners to increase community awareness and strengthen community response and service coordination around family violence.

As the Family Violence Outreach Team works to decrease the impact and incidents of domestic violence in their community, victims and perpetrators use fewer resources. This includes decreased use of shelters, counselling, and health services, as well as decreased justice system involvement, including incarceration, police time, legal time, etc. Further, there is reduced demand on Children's Services when the incidents of domestic violence are reduced.

While the immediate service costs have been accounted for in this analysis, the long-term implications and cost savings of breaking a ‘cycle of violence’ within families has not been fully captured.

Valuing Change: Social Return on Investment

The Social Return on Investment (SROI) analysis reveals that over three years of pilot funding, the Wetaskiwin Family Violence Outreach Team created an average of $2.98 for every dollar invested in the program.

Results from the analysis presented here speak to the significant value created by the program. There are some outcomes such as improved quality of life, increased community awareness, community capacity, and service coordination that may never be fully valued in financial terms. For this reason, the results presented should be considered a conservative estimation of the true social value created.

Funding Year | SROI Ratio
--- | ---
Year 1 | 3.05 : 1
Year 2 | 2.39 : 1
Year 3 | 3.50 : 1
Average | 2.98 : 1

Comparison of Social Value and Investment

<table>
<thead>
<tr>
<th>Social Value</th>
<th>Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Present Value</td>
<td>Input</td>
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<tr>
<td>$0</td>
<td>$100,000</td>
</tr>
<tr>
<td>$100,000</td>
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<tr>
<td>$600,000</td>
<td>$700,000</td>
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</tbody>
</table>
Social Return on Investment (SROI) Case Study:
Safe Communities Innovation Fund
THE RED PATH LIVING WITHOUT VIOLENCE PROGRAM

“With the different dynamics of the groups, from the older people to the younger, it gave a different perspective on all areas, and I think it was really helpful.”
– Program Participant

Program Background
The Red Path Living Without Violence Program provides holistic, community-based treatment and prevention that combines cultural traditions and clinical practices for individuals convicted of domestic violence assault. The program is designed to increase their social and emotional competencies and addresses the underlying issues associated with violence.

The program aimed to influence First Nations people, both male and female, over the age of 18 years old that have been charged with a violent crime, specifically domestic assault. Individuals are referred to the program through the court system, probation services, social services, and/or family services.

Social Value Created
Without the program, it can be predicted that the following negative behaviours would occur, or continue to occur, as the core causes of domestic violence would not be addressed:

- Continued drug and alcohol abuse
- Escalating abusive patterns
- Persistent involvement in the criminal court system
- Incarceration
- Lack of identity and spirituality

Program Outcomes
- Increased mental health status
- Increased connection to culture and cultural supports
- Decreased drug and alcohol abuse
- Decreased incidents with abusive behaviour
- Increased problem-solving and coping skills
- Increased social and emotional competence
- Decreased involvement of police and judiciary
- Increased learning from behaviours/consequences
- Increased support from community and family

Contact Details:
Yellowhead Tribal Community Corrections Society
Rupert Arcand
Phone: 780-483-9404
Email: rupert@ytccs.ca

Fast Facts
Overview:
- The Red Path Living Without Violence Program targets First Nations people over the age of 18 years old
- The program is available to those who have been charged with a violent crime, specifically domestic assault

Social Return on Investment:
- The overall SROI ratio of 1.28 : 1 based on two years of operations

<table>
<thead>
<tr>
<th>Cost of police call-out</th>
<th>$1,828</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost of court services</td>
<td>$1,517</td>
</tr>
<tr>
<td>Cost of addiction per adult</td>
<td>$55,400</td>
</tr>
<tr>
<td>Cost of pain and suffering per assault victim</td>
<td>$9,547</td>
</tr>
<tr>
<td>Cost of child abuse to survivors (per person)</td>
<td>$2,536</td>
</tr>
</tbody>
</table>

Theory of Change
If domestic violence offenders have access to a culturally appropriate, community-based treatment program, then they will learn the skills needed to deal with individual life situations, begin the process of healing and growth, and the incidence of family violence will therefore decrease.
Valuing Change: Social Return on Investment

The Red Path Living Without Violence Program was able to complete two years of operations. It should be noted that the full impact of the program cannot be monetized completely, as factors such as emotional, spiritual, and mental health created by the program cannot be adequately monetized. Based on quantitative data, the Social Return on Investment (SROI) analysis indicated the following:

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>Total Present Value</th>
<th>Total Input</th>
<th>Total Net Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>$293,615</td>
<td>$200,000</td>
<td>$93,615</td>
</tr>
<tr>
<td>Year 2</td>
<td>$246,378</td>
<td>$226,000</td>
<td>$20,378</td>
</tr>
<tr>
<td>Total</td>
<td>$539,993</td>
<td>$426,000</td>
<td>$113,993</td>
</tr>
</tbody>
</table>

Funding Year | SROI Ratio
---|-------------
Year 1 | 1.47 : 1
Year 2 | 1.09 : 1
Average | 1.28 : 1
Program Background

The Armoury Youth Centre (AYC) was created to address the issue of youth homelessness and associated activities such as drug use, violence, theft, vandalism, gang activity, and victimization.

Located in the historic Connaught Armoury of Old Strathcona, the AYC operates from 9 a.m. to 9 p.m., seven days a week, 365 days a year, serving youth aged 15-21 years old.

Youth coming to AYC, who are either homeless or at risk of becoming homeless, are provided specialized programming, resources, and referrals in response to the unique needs of each individual.

Programs offered at the AYC are based on five pillars of service:

- Safety
- Education
- Health and Wellness
- Self-Reliance
- Recreation

Participant Outcomes

AYC aims to support youth and assist in making tangible changes in their lives. As a result, youth will:

- Have their basic needs met
- Address medical issues
- Share positive interactions with AYC staff
- Demonstrate positive behaviours.
- Be healthier and pro-active in their mental health
- Acquire skills to function independently
- Transition into safe housing

- Increase school attachment and achievement
- Be better prepared for employment

Social Value Created

In three years’ time, over 1,250 youth have used AYC, some for a few days or weeks, and others for months or years.

Youth are diverted from anti-social behaviours on the streets by coming to AYC. By building connections and trust, the staff engage youth in a variety of activities such as art, poetry, sports, and cultural activities. Youth also have the opportunity to participate in different seminars (i.e. anger management), and medical clinics or drug/alcohol awareness.

The activities engaged in by the youth have led them to stabilize their lives. Some youth have been able to contribute back to the community through volunteer opportunities and others have found employment and/or housing.

Businesses and other organizations in Old Strathcona have also benefited by AYC’s impact on the youth. Youth are having better interactions with businesses, the public library, and Edmonton Police Service. By achieving these and similar milestones, these

Theory of Change

If homeless and at-risk youth have a safe daytime and early evening alternative to the streets where they can access supports and resources, then they are less likely to return to unsafe places and engage in destructive and criminal activities.
youth are able to see a positive future ahead of them, with greater hopes and dreams.

**Valuing Change: Social Return on Investment**

Social value can be generated in various ways. In the case of AYC, the majority of the monetized social value was generated in four areas:

- Police investigation avoided:
  - The cost of one police investigation amounts to $1,912 per incident
- Increase in youth employment income:
  - Annual income of $9,152 resulting from part-time work (20 hours per week at the minimum wage of $9.40)
- Youth shelter use avoided:
  - Based on a youth using the shelter seven nights per month at $147 per night, the annual cost is $12,361
- Avoiding high school dropout:
  - The annual cost for a youth who has dropped out of high school is $8,544

**The Value of Annual Investment**

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>Total Present Value</th>
<th>Total Input</th>
<th>Total Net Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>$58,568</td>
<td>$638,878</td>
<td>-$580,310</td>
</tr>
<tr>
<td>Year 2</td>
<td>$2,077,559</td>
<td>$926,142</td>
<td>$1,151,417</td>
</tr>
<tr>
<td>Year 3</td>
<td>$1,830,795</td>
<td>$1,471,427</td>
<td>$359,368</td>
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<tr>
<td>Total</td>
<td>$3,966,922</td>
<td>$3,036,447</td>
<td>$930,475</td>
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</table>

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
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<tbody>
<tr>
<td>Year 1</td>
<td>0.09 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>2.24 : 1</td>
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<tr>
<td>Year 3</td>
<td>1.25 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>1.19 : 1</td>
</tr>
</tbody>
</table>

**Looking Forward**

AYC has been providing homeless and at-risk youth safety during the day, and opportunities to build a future through constructive programming for more than three years. As a result, youth have been able to turn their lives around and strengthen the community in Old Strathcona. Sustaining the efforts of AYC is more crucial than ever.

AYC has developed relationships with many private donors and corporate sponsors, who have witnessed the positive impacts on homeless and at-risk youth. The Youth Emergency Shelter Society (YESS) hopes to continue building these relationships and build others so that they can continue to support these youth. It takes a community to rally around our youth and it is the youth that will define our generation.
Social Return on Investment (SROI) Case Study:
Safe Communities Innovation Fund
THE RELENTLESS YOUTH WORKER PROJECT

“Before going in Relentless, I had nowhere to go. I felt really down and sorry for myself. It felt hopeless. Now I have a sense of hope for myself. I am going to school and I am working as well.” – Program Participant

Program Background
The Relentless Youth Worker Project engages medium to high-risk youth with specially trained mobile teams of Relentless Youth Workers.

The workers carry out ‘interruptions with a purpose’. The reason for this type of connection is to build trusting, long-term relationships through relentless, regular, and meaningful interactions.

The workers have assisted youth in accessing current and emerging youth programs or services to meet the youth’s specific needs and interests.

Social Value Created
As a result of at-risk youth building long-term relationships with Relentless Youth Workers, youth have experienced increased self-esteem and increased involvement in positive activities, such as school, work, community activities, and peer groups. They are obtaining / maintaining employment or strengthening their attachment to education. In doing this, the program has resulted in a reduction of reliance on social services, led to fewer arrests, and reduced activity with the court system.

Participant Outcomes
The project’s target group is youth aged 14-24 years old who are:

- At medium to high risk
- Not participating in school or work
- Often involved with the justice system
- Demonstrating anti-social behaviour
- Lacking supports to make positive changes in their lives

The project’s outcomes for these youth are to:

- Demonstrate increased positive activities and peer groups
- Show increased use of conflict-management skills
- Show a stronger sense of community and belonging
- Return to or remain in school
- Obtain part-time or full-time employment
- Graduate from high school or obtain a GED

Valuing Change: Social Return on Investment
The Relentless Youth Worker Project’s primary purpose is to support youth to adopt a more positive lifestyle and stay out of harm’s way, thereby reducing their involvement in high-risk and criminal activities.

During the three-year period (2011-2014), the project assisted a total of 288 youth toward achieving this purpose.

Theory of Change
If youth who are at risk of poverty and imprisonment, are given the opportunities to build long-term, transformative relationships with Relentless Youth Workers, then they will feel empowered to adopt a positive, safe, and productive lifestyle.
The Value of Annual Investment

Youth participants prior to becoming connected with a Relentless Youth Worker have either dropped out of high school or were attending infrequently. The overall public and personal cost of each high school dropout is $11,589. During this project, an average of 27 youth per year returned or remained in school, resulting in an average annual savings of $312,903.

Considerable cost savings were also achieved by having youth engaged with a Relentless Youth Worker and others in positive activities, rather than high-risk ones where the threat of violence to self or others is very high. Youth court costs avoided by participants not engaged in negative behaviour amounted to a savings of $122,400 per year.

The following table shows the breakdown of investment per youth from Year 1 to 3.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>Number of Targeted Youth</th>
<th>Investment per Targeted Youth</th>
<th>Yearly Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>75</td>
<td>$6,160</td>
<td>$462,065</td>
</tr>
<tr>
<td>Year 2</td>
<td>108</td>
<td>$4,278</td>
<td>$462,065</td>
</tr>
<tr>
<td>Year 3</td>
<td>105</td>
<td>$4,400</td>
<td>$462,065</td>
</tr>
<tr>
<td>Total</td>
<td>288</td>
<td>$4,813</td>
<td>$1,386,195</td>
</tr>
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</table>

The Social Return on Investment (SROI) shows a three-year breakdown of the amount saved per youth for every $1.00 invested in the program. It indicates the amount that the various systems would be able to save or reallocate to other purposes annually and over three years as a result of the intervening with intent carried out by Relentless Youth Workers with nearly 290 targeted youth.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>1.07 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>1.39 : 1</td>
</tr>
<tr>
<td>Year 3</td>
<td>2.41 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>1.62 : 1</td>
</tr>
</tbody>
</table>
Social Return on Investment (SROI) Case Study: Safe Communities Innovation Fund
ASSESSMENT, SUPPORT, INTERVENTION AND SUCCESS TEAM (ASIST)

“At-risk youth receive a second chance to deal with such issues as poor academic performance, criminal activity, violence, and substance abuse. Due to the complex issues at-risk youth face today, it is increasingly important for community-based organizations and schools to work together to educate and support at-risk youth and their families.” – Program Staff

The Value of Annual Investment

The Assessment Support Intervention and Success Team (ASIST) focuses on youth who have been expelled or are at risk of expulsion from their current school as a result of violent and/or anti-social behaviour. ASIST provides at-risk youth with a single entry point to access the tools, support, and guidance they need to make healthy, positive changes in their lives.

ASIST understands that youth who are at risk of expulsion because of criminal and socially deviant behaviours generally have both academic and non-academic problems (dysfunctional families, health or mental health problems, low income, substance abuse, etc.). ASIST addressed the non-academic issues.

Each year ASIST instills confidence into the lives of youth and their families, as well as provides them with the resources needed to overcome many of the risk factors they face. With these resources in hand, participants are able to address barriers and successfully re-engage in the school system.

Youth develop the problem-solving skills, social supports, and positive family functioning necessary to build and maintain trusting relationships, manage stress, and make positive behaviour choices that lead to a safe and crime free life.

Participant Outcomes

- Increased knowledge of and access to community supports and services
- Increased positive engagement with school, family, and peers
- Decreased negative behaviours
- Increased ability to make positive behavioural choices and to manage self in the school context
- Improved personal management skills
- Improved family communication and problem-solving skills

Social Value Created

Significant social value is created as ASIST addresses the issues of criminal and socially deviant behaviour that can lead to a youth’s expulsion from school.

Over the years, research has shown that not finishing school has a lifelong, devastating impact on a person’s future and negatively affects the broader community. Whereas, by assisting youth to decrease negative, risky, or violent behaviour, complete high school, communicate and problem-solve, and increase their ability to make positive behavioural choices, youth are more likely to find success in employment and life, as well as become productive, engaged members of society.

Theory of Change

If youth 12-18 years old who have been expelled from school due to criminal activity, lack of attendance, or disruptive behaviour, have access to customized personal and family support services to help the youth improve on behaviours that lead to the expulsion, then they will be more likely to re-integrate into the school system and be positive contributing members of society.
Valuing Change: Social Return on Investment

In order to determine the value of the investment in the program, financial proxies were assigned to tangible outcomes, where possible.

<table>
<thead>
<tr>
<th>Financial Proxies</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Type of Value</strong></td>
</tr>
<tr>
<td>Health</td>
</tr>
<tr>
<td>Financial</td>
</tr>
<tr>
<td>Social Services</td>
</tr>
<tr>
<td>Justice</td>
</tr>
<tr>
<td>Education</td>
</tr>
</tbody>
</table>

The Social Return on Investment (SROI) ratio should be considered a conservative figure as only part of the total social value created through investment is represented, due to the difficulty in assigning a monetary value to some outcomes.

The youth was introduced to a youth worker and the girl’s single mother was offered support from the family support worker. The youth worker connected the young lady to addiction counselling, supported her through the process of enrolling in a new school, and assisted her in making progress on her plans for the future.

While it took some time, the family support worker was able to build a relationship with the single mother. Working together, the mother was able to strengthen her relationship with her children, acquire additional financial assistance, as well as secure an affordable rental unit. The worker was also able to advocate for the mother to be admitted into and supported by a Housing First program.

Now that the family has found stable housing and has a network of support, the youth has found success at school and is successfully maintaining a part-time job.

The Value of Annual Investment

If the costs associated with one youth not completing school were compared to the program investment cost per youth, a minimum savings of $3,437 per youth would be noted. This reflects both the tangible and intangible expenses of failing to complete high school—between $11,589 and $16,980 per youth—while the investment per youth is only $8,152.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>Number of Targeted Youth</th>
<th>Investment per Targeted Youth</th>
<th>Yearly Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>30</td>
<td>$10,176</td>
<td>$305,266</td>
</tr>
<tr>
<td>Year 2</td>
<td>47</td>
<td>$7,173</td>
<td>$337,146</td>
</tr>
<tr>
<td>Year 3</td>
<td>40</td>
<td>$7,865</td>
<td>$314,610</td>
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<tr>
<td>Year 4</td>
<td>46</td>
<td>$7,393</td>
<td>$340,073</td>
</tr>
<tr>
<td>Total</td>
<td>163</td>
<td>$8,152</td>
<td>$1,297,095</td>
</tr>
</tbody>
</table>
**Fast Facts**

**By the Numbers:**
- 77 cases have been referred to HCCPP
- 63 cases received Intervention One, and 14 cases were referred to Intervention Two
- Over 100 children are involved in the 63 open cases
- 11 of the 14 cases referred to Intervention Two became active cases
- 21 children received service through Intervention Two
- 93 per cent of parents felt the children were negatively affected by parenting disputes

**Program Results:**
- 57 per cent of completed cases were resolved outside of court
- In seven cases, children’s views were made known to decision makers

**Contact Details:**
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Heather Morley
Phone: 403-294-3669
Email: hmorley@ywcaofcalgary.com

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**Program Background**

The High Conflict Custody and Parenting Program (HCCPP) is a three-year pilot project provided through a partnership of the YWCA of Calgary, and the Children’s Legal and Educational Resource Centre (CLERC). HCCPP is based on the New Ways for Families (NWFF) model developed by the High Conflict Institute (2009).

HCCPP is made up of two separate interventions. NWFF Intervention One provides psycho-educational counselling for parents to strengthen co-parent communication and reduce parenting conflict. Following the NWFF Intervention One counselling, if co-parents do not reach an agreement with regards to their parenting concerns, the case can be referred to Intervention Two which provides short-term counselling and legal representation for the children.

Recently, a NWFF Steering Committee has been set up to facilitate liaising between the courts and the NWFF program. The program encourages system coordination among justice, legal, and social service practitioners, and is intended to reduce family conflict, increase the likelihood of custody agreements resolved outside of court, and reduce the use of justice and court systems for resolving custody issues.

**Participant Outcomes**

Over the first three years of the program, HCCPP served 63 cases. Of these cases, 33 per cent are still in progress, 16 per cent did not complete the program, and 51 per cent completed the program. Eleven cases involving 21 children proceeded to Intervention Two, where children receive additional counselling and legal representation. In seven cases this resulted in the child’s views being considered in the custody decision.

Not including the 21 NWFF cases still in progress, the program had a five per cent success rate in resolving the custody dispute outside of court. Ten cases were resolved within NWFF, one resolved through JDR, and six resolved through mediation. An additional 13 cases were completed in NWFF, and half of these cases are presumed resolved.

Program outcomes show that 44 per cent of clients improved their parenting cooperation, 62 per cent improved communication, 38 per cent improved their ability to see the co-parent as a caring parent, and 26 per cent felt they had improved their own parenting skills. 56 per cent of parents reported a reduction in the negative impact of the situation on the children.

**Social Value Created**

Social Return on Investment (SROI) analysis was used to capture the social value of the outcomes produced by investment in HCCPP. Through SROI analysis, the value of the outcomes produced by HCCPP was estimated.

**Theory of Change**

If separating or divorcing couples who are experiencing high conflict regarding child-custody receive counselling, then they are likely to increase respectful communication skills and are more likely to negotiate the best outcome for their children and more effectively co-parent in the future.
analysis, the outcomes of the program were carefully mapped, enabling a clear understanding of the links between program activities and the social change resulting from these activities.

The analysis looks at the outcomes for 32 cases that completed NWFF Intervention One. These cases would have involved approximately 64 children. In order to determine the total present social value created, outcomes were assigned financial proxy values to represent the social value associated with changes experienced by participants as a result of the program. These proxies included justice costs (i.e., court, police time, and legal costs to both the system and the participant), mental health services, and costs related directly to the children (i.e., child welfare interventions and personal impacts of stress and abuse).

Outcomes specific to Intervention Two, which provided counselling and legal representation to children, were not available and are not fully recognized in the SROI analysis and ratio.

The Value of Annual Investment
The SROI analysis of the HCPP program found that every dollar invested in the program created an average of $2.33 in social value over the first three years of operation.

<table>
<thead>
<tr>
<th>Funding Year</th>
<th>SROI Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>1.56 : 1</td>
</tr>
<tr>
<td>Year 2</td>
<td>3.12 : 1</td>
</tr>
<tr>
<td>Year 3</td>
<td>2.30 : 1</td>
</tr>
<tr>
<td>Average</td>
<td>2.33 : 1</td>
</tr>
</tbody>
</table>

Throughout the analysis, conservative estimations of social value were taken, and each proxy was considered in terms of the amount of the change actually attributable to the program (and discounted for change that was determined not to be a direct result of Intervention One). Since not all social value can be adequately captured in financial terms, the values presented represent the minimum value created through the program. The actual value is likely higher.

Looking Forward
These results indicate that there is significant value in using the Intervention One (NWFF) portion of HCPP to help parents improve communication and cooperation in addressing custody/access disputes, and to keep these cases out of the court system. Supporting parents through the difficult process following separation is critical in decreasing conflict and stress and improving outcomes for children.

While program funding was not available to continue the HCPP pilot project, the YWCA of Calgary continues to offer supportive counselling and skill building services for women, men, children, and parents on both an individual and group basis.

“[HCPP] showed us we have the same goals and concerns for our son and we can do this together.”  
– Program Participant
Appendix:

Aboriginal-Based Programs

Alberta Conflict Transformation Society (ACTS)
Restorative Justice Project  Page 10

Alberta Council of Women's Shelters
Walking the Path Together  Page 12

Bent Arrow Traditional Healing Society
New in Town Aboriginal Welcome Service  Page 22

Big Brothers Big Sisters Society Wood Buffalo
Full Circle Mentoring Program  Page 28

Bigstone Health Commission
Healthy Families  Page 30

Canadian Red Cross Society
Youth Leadership and Resilience Program  Page 42

Catholic Family Service of Calgary
Families & Schools Together Program  Page 44

Centre for Race and Culture
(formerly Northern Alberta Alliance on Race Relations)
Bamboo Shield  Page 48

City of Edmonton - Community Services on behalf of the Community
Safety Coordinating Council / REACH
REACH Aboriginal Leadership Circle  Page 58

Dene Tha OO’JON TSANA (Living Healthy)
Ka Goola  Page 74

Edmonton Public Schools
The Way In: Aboriginal Commitment Coach  Page 86

High Level Community Policing Society
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High Prairie Native Friendship Centre Society
High Prairie Police Cadet Corp  Page 98

Hope Foundation of Alberta
Reclaiming Youth with Hope  Page 104

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Edmonton Urban Games  Page 108

Kainai Community Correction Society
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Lakeland Fetal Alcohol Spectrum Disorder Society
2nd Floor Women’s Recovery Centre  Page 119

Legacy Children’s Foundation
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McMan Youth, Family & Community Services Association
South Region
McMan LifeSpan FASD Program  Page 129

Native Counselling Services of Alberta
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Royal Conservatory
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<table>
<thead>
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<th>Organization</th>
<th>Page</th>
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<tr>
<td>Saddle Lake Boys &amp; Girls Club</td>
<td>141</td>
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<td>Saddle Lake Community Connections – Kanaweyiminan</td>
<td>141</td>
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<td>Sikiska Health Services</td>
<td>145</td>
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<td>Sikiska Family Violence Response Initiative (FVRI)</td>
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<tr>
<td>Society for Safe and Caring Schools &amp; Communities</td>
<td>146</td>
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<tr>
<td>From Risk to Resiliency: Implementing SNAP®</td>
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<td>Stoney Trail Wellness Centre</td>
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<tr>
<td>Eden Valley ART Program</td>
<td>150</td>
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<td>Yellowhead Tribal Community Corrections Society</td>
<td>161</td>
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<td>Red Path - Living Without Violence Program</td>
<td>161</td>
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<td>Youth Emergency Shelter Society of Edmonton (YESS)</td>
<td>163</td>
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<tr>
<td>Armoury Youth Centre</td>
<td>163</td>
</tr>
<tr>
<td><strong>Addiction, Mental Health, and Drug Trade</strong></td>
<td></td>
</tr>
<tr>
<td>Alberta Health Services - Peace Country Health</td>
<td>16</td>
</tr>
<tr>
<td>Grande Prairie Police and Crisis Team (PACT)</td>
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<td>Alberta Health Services - Regional Mental Health Program</td>
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<td>DiverseCity Housing Initiative</td>
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<td>Immigrant and Refugee Mentoring Programs</td>
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<td>Boyle Street Community Services</td>
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<td>Community StreetSafe Initiative</td>
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<td>Burns Memorial Fund</td>
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<td>Re-engaging Academically Disconnected Adolescents Respectfully (RADAR)</td>
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<td>Calgary Counselling Centre</td>
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<td>The Strengthening Families Project</td>
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<td>Calgary Immigrant Women’s Association</td>
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