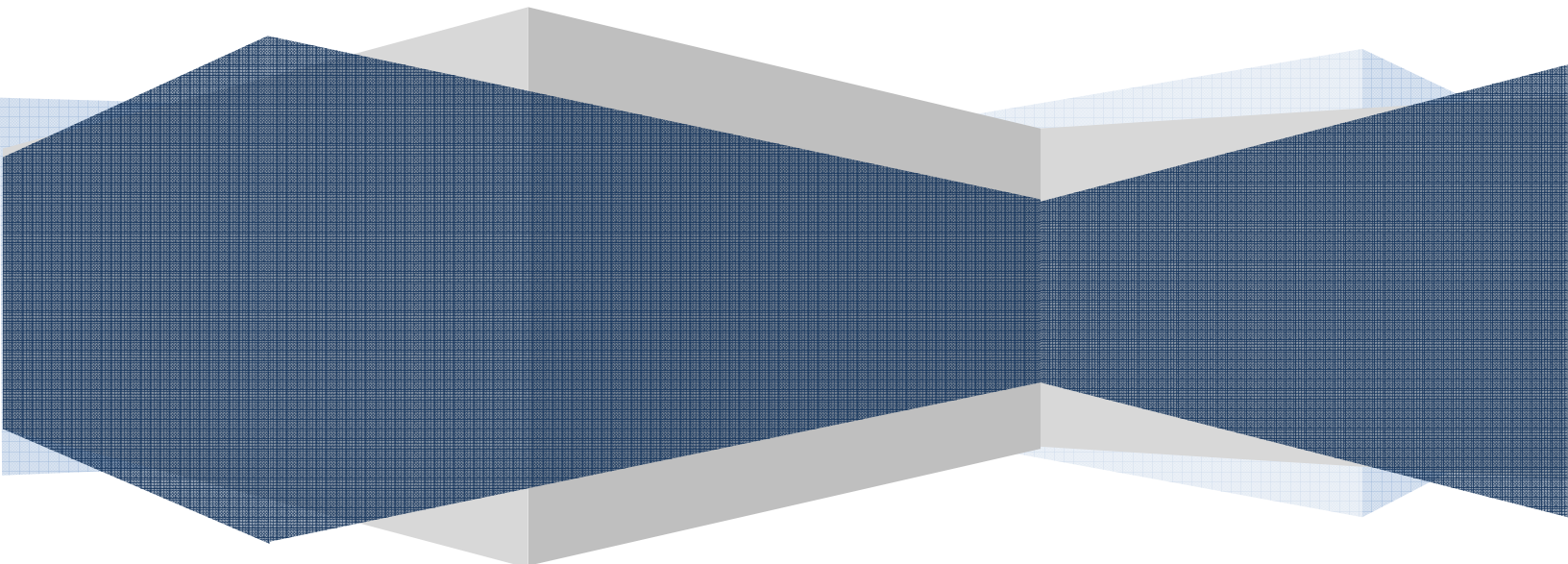




APPENDIX A

REVIEW OF YOUTH GANG EXIT PROGRAMS

Compiled June 2011



INTRODUCTION

The purpose of this review is to compile an inventory of youth gang exit programs that will serve to assess the appropriateness of different program models for the needs of the city of Ottawa. A preliminary review, examining both published and unpublished materials relating to Canadian and international best practices in this area, was conducted via literature and internet searches. The search was conducted in June 2011 and the review was limited to programs (developed and implemented) and resources published from 2000 on. Exceptions were made if an earlier program or practice was identified and reappeared systematically in the references of the material covered.

The focus of this program review is on the scope of the program, participants, model of programming (including theoretical basis of model and underlying promising practices), source of funding, and outcomes (including formal evaluation).

By bringing this material together, we hope to increase access to this knowledge and to contribute to the development of an effective youth gang exit program for Ottawa.

The review draws from the following sources:

Publications Reviewing Programs, Services, and Promising Practices

Dunbar, L., & Bania, M. (2010). *Literature on Criminal Youth Gangs in Canada: Preliminary Bibliography 2000-2010*. Ottawa, ON: Institute for the Prevention of Crime, University of Ottawa.

Howell, J. C. (1998) *Youth Gangs: An Overview*. Office of Juvenile Justice and Delinquency Prevention. Washington, DC: United States Department of Justice.

Howell, J. C. (2000). *Youth Gang Programs and Strategies*. Summary. Washington, DC: United States Department of Justice, Office of Juvenile Justice Programs, Office of Juvenile Justice and Delinquency Prevention.

International Centre for the Prevention of Crime (2008). *International Compendium of Crime Prevention Practices*. Montreal, QC: Author.

Jones, D., Roper, V., Stys, Y., & Wilson, C. (2004). *Street Gangs: A Review of Theory, Interventions, and Implications for Corrections*. Ottawa, ON: Correctional Service of Canada. Available from <http://www.csc-scc.gc.ca/text/rsrch/reports/r161/r161-eng.shtml>

Lafontaine, T., Ferguson, M., & Wormith, J. S. (2005). *Street Gangs: A Review of the Empirical Literature on Community and Corrections-Based Prevention, Intervention and Suppression Strategies*. Corrections, Public Safety and Policing, Government of Saskatchewan. Available from <http://www.publications.gov.sk.ca/details.cfm?p=11572>.

Mellor, B., MacRae, L., Pauls, M., & Hornick, J. (2005). *Youth Gangs in Canada: A Preliminary Review of Programs and Services*. Calgary, AB: Canadian Research Institute for Law and the Family. Available from http://people.ucalgary.ca/~crlf/publications/Youth_Gang_Report.pdf.

Solicitor General Canada. (2001). *A Step in the Right Direction: Promising Practices for Effective Intervention with Youth Gangs*. Ottawa, ON: Author.

Totten, M. (2008). *Promising Practices for Addressing Youth Involvement in Gangs*. Vancouver, BC: British Columbia Ministry of Public Safety and Solicitor General, Victim Services and Crime Prevention Division. Available from <http://www.pssg.gov.bc.ca/crimeprevention/publications/docs/totten-report.pdf>.

White, R. (2007). *Anti-Gang Strategies and Interventions*. West Perth, Australia: Australian Research Alliance for Children and Youth.

Victim Services and Crime Prevention, Ministry of Public Safety and the Solicitor General. (2010). *Gang Exiting in British Columbia: A Consultation Report for the Inter-Ministry Committee on the Prevention of Youth Violence and Crime*. Victoria, BC: Author.

Online Inventories of Model and Promising Programs

Bureau of Justice Assistance Center for Program Evaluation and Performance Measurement

State and local agencies can use this website to find useful resources for planning and implementing program evaluations and for developing and collecting program performance measures required by the Bureau of Justice Assistance to measure program performance.

Available from <http://www.ojp.usdoj.gov/BJA/evaluation/program-law-enforcement/gangs6.htm>

Center for the Study and Prevention of Violence: Blueprints for Violence Prevention

The Blueprints mission is to identify truly outstanding violence and drug prevention programs that meet a high scientific standard of effectiveness. In doing so, Blueprints serves as a resource for governments, foundations, businesses, and other organizations trying to make informed judgments about their investments in violence and drug prevention programs.

Available from <http://www.colorado.edu/cspv/blueprints/>

Department of Justice: Youth Justice Fund Projects - Guns, Gangs and Drugs Component

The Youth Justice Fund provides grants and contributions to projects that encourage a more effective youth justice system, respond to emerging youth justice issues and enable greater citizen and community participation in the youth justice system. The Guns, Gangs and Drugs component responds to youth involved in the justice system and involved in, or vulnerable to, gun, gang and drug activities. It promotes the provision of community-based educational, cultural, sporting and vocational opportunities to these youth to allow them to make “smart choices” and resist gang involvement or exit gangs.

The Guns, Gangs and Drugs component can support a wide range of activities. These include issue-specific, arts/cultural, educational and sport programming, skills development and vocational training. Approaches that link youth to community programs; bring stakeholders together to share best practices; develop a

knowledge base on interventions that effectively address needs or enhance program delivery for youth; or develop and implement other models that help youth resist gang involvement or exit gangs can also be funded.

Information on funded projects available from <http://www.justice.gc.ca/eng/pi/yj-jj/fund-fond/sum-som/>

Find Youth Info

Findyouthinfo.gov is the United States government website that helps to create, maintain, and strengthen effective youth programs. Included are youth facts, funding information, and tools to help in the assessment of community assets, generation of maps of local and federal resources, searching for evidence-based youth programs, and keeping up-to-date on the latest, youth-related news.

Available from <http://www.findyouthinfo.org/index.shtml>

National Crime Prevention Centre – Crime Prevention in Action Series

This series of Information Sheets provides overviews of youth gang prevention projects supported by Public Safety Canada through the National Crime Prevention Centre.

Available from <http://www.publicsafety.gc.ca/prg/cp/ythgng/index-eng.aspx>

National Gang Center

The National Gang Center Web site features the latest research about gangs; descriptions of evidence-based, anti-gang programs; and links to tools, databases, and other resources to assist in developing and implementing effective community-based gang prevention, intervention, and suppression strategies.

Available from <http://www.nationalgangcenter.gov/>

The programs are presented under the following three headings:

- *Current Youth Gang Exit Programs:* These programs are presently funded, in progress, and have undergone some form of formal evaluation (process or impact).
- *Other Forthcoming or Promising Programs:* These programs are at various stages of development and implementation, but have yet to undergo any formal evaluation. However, their program components reflect best practices in the field.
- *Traditional Developmental Approaches for Juvenile Offenders:* These programs are best practices for addressing protective and early risk factors for general delinquency which may have direct implications for developing and implementing effective responses to youth gangs.

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Current Youth Gang Exit Programs

BIMOSEWIN (ABORIGINAL GANG) INITIATIVE (AGI) <i>CORRECTIONAL SERVICE OF CANADA</i>	
KEYWORDS	Targeted at Aboriginal gang members in custody; Aboriginal teachings and cultural activities approach; programming delivered in a group setting
FUNDING	Correctional Service of Canada (CSC)
SCOPE	In November 2001, CSC launched the Aboriginal Gang Initiative as a pilot program in Winnipeg. The initiative was developed as a response to the rapid growth of young Aboriginal men turning to gangs and CSC's effort to specifically target the needs of these men as they move through the correctional system and inevitably reintegrate to the community. The specific mandate of the initiative is to disengage Aboriginal gang members from criminal activities and to assist in their successful reintegration into the community. An important element of the Bimosewin program is the partnerships that CSC forges with the Aboriginal community in Winnipeg and Manitoba.
PARTICIPANTS	Aboriginal gang members incarcerated in federal institutions (under CSC jurisdiction).
MODEL	<p>Theoretical Framework: Elders and traditional people are best able to develop a trusting relationship. Interventions by Elders have been an important aspect of CSC's efforts to encourage these men to consider and apply alternatives to violence in their efforts to achieve their goals. Work within the context of traditional and spiritual values is complemented by programs designed to address the factors contributing to criminal behaviour.</p> <p>Program Components: The purpose of the program is to provide practical guidance and support away from criminal activity using Aboriginal teachings and cultural activities. Elders assist inmates in developing a positive outlook, and in changing attitudes and beliefs away from crime and violence. Opportunities for personal change, training, education and employment are provided.</p>
OUTCOMES	<p>Evaluation Design: The site visit to Winnipeg was completed in early December 2003. In addition to conducting interviews, the evaluation team extracted data from the Offender Management System (OMS) to make an initial assessment of the impact on gang members across a variety of standard indicators, such as involvement in institutional incidents, transfers to lower security level institutions, and success upon release. The AGI program participant group was matched with a sample of federal offender gang affiliates.</p> <p>Preliminary Results: In May 2003 (after 18 months in operation), the following preliminary results and signs of positive movement were found: more than 125 Aboriginal gang members and ex-gang members have given their written commitment to work with Bimosewin (at the outset of the program no gang members trusted CSC); more than 12 Aboriginal individuals were "helped out or kept out" of the gang; meaningful employment was secured for more than 15 Aboriginal gang members; a Safe Home has been supported and was now available for ex-gang members; a group of ex-gang members was starting to emerge that CSC could mentor and work with; credibility was established with Aboriginal gang members in Stony Mountain Institution; and gang members have greater exposure to Aboriginal role models.</p>
RESOURCES	Correctional Service of Canada. (2004). <i>Final Report – Effective Corrections Initiative – Aboriginal Reintegration</i> . Ottawa ON: Evaluation and Review Branch, Performance Assurance Sector, Correctional Service of Canada.

BREAKING THE CYCLE: YOUTH GANG EXIT AND AMBASSADOR LEADERSHIP PROGRAM <i>CANADIAN TRAINING INSTITUTE (CTI)</i>	
KEYWORDS	Targeted at youth who are involved in a gang and are currently not attending school or are unemployed; education, training and job opportunities approach; programming delivered in a group setting and through individual case management
FUNDING	Human Resources and Skills Development Canada (HRSDC)
SCOPE	Breaking the Cycle is designed to address risk factors for youth at risk of joining gangs and gang involved youth. The program works with youth for a total of approximately 1000 hours over a twenty-eight week period. It was implemented in 2002 and is operated in the communities of Rexdale (Jamestown) and Scarborough, both deemed by the City of Toronto and the Province of Ontario as “priority”, high-risk communities from the perspective of gang activity.
PARTICIPANTS	Males and females aged 15 to 23 who: are involved or have been involved in a youth gang; are currently unemployed or not attending school; have committed to participating in the project; and, accept cooperative group norms and agreements.
MODEL	<p>Theoretical Framework: The Canadian Training Institute sees the development of local social capital as an important outcome of the effort to reduce violence and gang-related activity in the targeted neighbourhood. Social capital consists of networks, norms, relationships, values and, in most cases, informal social control mechanisms that shape the quality of a neighbourhood’s social interactions. It can be seen in the quality of the relationships between family members, across groups and among different social classes. Social capital is important because it contributes to a number of beneficial results, including efficient labour markets, improved school achievement, reduced levels of crime and improved health. In other words, communities become safer and healthier when there is enhanced social capital available.</p> <p>Program Components: Breaking the Cycle is a gang exiting initiative designed to provide youth with an opportunity to adopt healthy life skills and employment strategies that enable them to leave youth gangs and be reintegrated into schools and communities. Youth are referred from corrections and parole officers, families, community agencies, or may be self-referred. The objectives of the program are to help the youth live in a pro-social lifestyle, to help them set and reach positive goals, to manage actions and feelings, to understand how to stop the cycle of violence, to have healthy, positive relationships with others, to make positive contributions to their community, and to gain skills to assist them in employment/career goals.</p> <p><i>Phase 1 – Gang Exit Strategy:</i> An intensive, two-week training program, followed by one week of case management. Youth are provided with educational and job training opportunities, and learn to develop supportive relationships with peers, parents, and employers. Conflict, anger management, communication and interpersonal skills training are a major focus. The case management process provides support guidance in developing future plans of action, ongoing group meetings, and life skills assistance (e.g., housing, family relationships, court attendance, financial matters, etc.).</p> <p><i>Phase 2 – Youth Ambassador Leadership and Employment Program:</i> Recruits, trains and employs youth with leadership potential to become community advocates against youth gang involvement and violence. Youth participate in community awareness presentations which deglamorize the gang image and suggest pro-social alternatives to gang involvement. Case management, leadership skills development, community contact and outreach are also involved.</p>

<p>OUTCOMES</p>	<p>Evaluation Design: An evaluability assessment was conducted to assess and make a determination of whether the program was in a state of program readiness to undergo a rigorous impact and cost-effectiveness evaluation. To achieve the evaluability assessment objectives, a document review, a key informant on-line survey, key informant interviews and a literature review were used to substantiate the findings and recommendations in the study.</p> <p>Preliminary Results: The expected outcomes of the program include: reduced gang membership in the targeted communities; reduced risk factors such as aggression, substance abuse, employment, peer relations, etc., which contribute to potential gang involvement; increased labour force participation amongst the participants; and increased pro-social community participation amongst the participants.</p> <p>Findings from the Evaluability Assessment:</p> <p><i>Target Group:</i> Stakeholders felt strongly that the program was reaching the appropriate target group (those at risk of gang involvement and gang affiliated/involved youth). Findings from the document review indicated that just under half of the participants were either previously gang affiliated, or currently gang affiliated. Just under two-thirds were previously arrested/charged, on probation or awaiting trial/sentencing.</p> <p><i>Clarity of Intervention:</i> The evaluability assessment documented 3 distinct phases in the program and was able to identify a breakdown of the specific activities, their frequency and the overall time period required for participants to complete the program and graduate. However, a minimum dosage (at minimum, what number of hours, weeks and type of activities had to be completed to be considered completing the program) still needed to be articulated prior to a rigorous evaluation.</p> <p><i>Theory of Change:</i> The evaluability assessment provided a logic model and a clear theory of change for the program, confirming that the intensity of the interventions had strong potential to contribute to the key immediate and intermediate outcomes. All of the program activities were reviewed against activities of promising/model gang projects. The Breaking the Cycle program had 90% of the same activities as those used in the promising/model gang projects such as Boys and Girls Club of America Gang Intervention through Targeted Outreach, the Comprehensive Community-Wide Gang (or Spergel) Model and Gang Reduction Partnership.</p> <p><i>Data Collection/Documentation:</i> The file reviews indicated that attendance information, case notes regarding program activities and intensity, proof of program completion, outcome data, and reasons for attrition were some key items that were inconsistently identified in the records. This area was flagged as needing the most attention prior to conducting a rigorous evaluation.</p>
<p>RESOURCES</p>	<p>Evans, D., & Sawdon, J. (2004). The Development of a Gang Exit Strategy: The Youth Ambassador's Leadership and Employment Project. <i>Corrections Today</i>, October. Available from: www.cantraining.org/BTC/docs/Sawdon%20Evans%20CT%20Article.pdf.</p> <p>Hall, S., & Sawdon, J. (2004). <i>Report to Human Resources Skills Development Canada on the Breaking the Cycle: Youth Gang Exit and Youth Ambassador Leadership Employment Preparation Project</i>. Toronto, ON: Canadian Training Institute.</p>

CHANGING THE LIFE TRAJECTORY OF GANG-INVOLVED ABORIGINAL YOUTH WHO HAVE COMPLEX NEEDS AND CO-OCCURRING PROBLEMS <i>FOCUS FOUNDATION OF BRITISH COLUMBIA</i>	
KEYWORDS	Targeted at off-reserve Aboriginal youth involved with the youth justice system; Aboriginal teachings and cultural activities approach; delivered through individual case management
FUNDING	Justice Canada, Youth Justice Fund – Guns, Gangs, and Drugs Priority
SCOPE	In addition to the therapeutic wraparound program designed for the youth to address their needs and change their life trajectories, the project gives youth the opportunity to achieve an education through the Whytecliff Education Centre.
PARTICIPANTS	This project was targeted at eight off-reserve First Nation gang-involved youth involved with the youth justice system, who also have complex and co-occurring problems.
MODEL	<p>Theoretical Framework: This project is designed based on Wraparound Milwaukee.</p> <p>Program Components: Youth are to be immersed in a First Nation community to enhance their self-esteem, help root them in their history, better connect them to their land and culture, help them learn from powerful role models, and establish longer-term connections that could continue well past their time in the program.</p>
OUTCOMES	<p>Evaluation Design: The Focus Foundation’s project was evaluated to assess the impact the program had on its participants as per the project’s objectives, which essentially related to positively influencing participants’ lives. The evaluation also aimed to identify any working principles that could benefit other programs. The evaluation was based on a modified case study approach that involved (a) informal interactions and conversations with participants and staff over the course of the project; (b) a review of participants’ files; and (c) formal interviews with each participant regarding the impact of the program on their lives. Because of the small number of participants in this project (N=8), this evaluation is qualitative.</p> <p>Preliminary Results: The evaluation highlighted some challenges that staff faced in working with youth, including establishing trusting relationships, ensuring consistent attendance, and dealing with negative pressure on youth from home and peers. A number of positive impacts of the project were identified, such as behavioural and attitude changes, reductions in gang involvement and criminal behaviour, overcoming or reducing substance use or addiction, improved well-being and relationships, success in school, and improved connections to Aboriginal heritage and culture. More specifically, through the interviews, youth participants revealed the ways in which program staff have helped them to seek out better lives, reduce or eliminate their licit and illicit substance use, and desist from criminal activity.</p> <p>Five working principles were also identified by the project evaluators, which include developing caring relationships between staff and youth participants; having an integrated professional team; ensuring individualized learning for each youth participant; forming a therapeutic community for the participants; and providing cultural programming, especially for Aboriginal youth participants.</p>

COMPREHENSIVE COMMUNITY-WIDE GANG (OR SPERGEL) MODEL <i>OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION (OJJDP)</i>	
KEYWORDS	Targeted at the overall gang problem in specific communities; comprehensive approach including social services, suppression and education, training and job opportunities; multi-agency initiative delivered through community mobilization and organizational change and development
FUNDING	United States Department of Justice, Office of Juvenile Justice and Delinquency Prevention
SCOPE	<p>The Spergel Model is a balanced, three-pronged approach that encompasses prevention, intervention and suppression activities. The model presumes that gangs become chronic and serious problems in communities where key organizations are inadequately integrated and sufficient resources are not available to target gang-involved youth. To address these problems, the Comprehensive Gang Model calls for community institutions – including law enforcement, social welfare agencies, and grass roots organizations – to work together to achieve a more integrated, team-oriented approach.</p> <p>The model was piloted in the Little Village neighbourhood of Chicago, Illinois, starting in 1992. The goal of the project was to reduce the high level of violence of gang members in two specific gangs. With some subsequent modifications, this design gave rise to the OJJDP Comprehensive Community-Wide Gang Model in 1995 and has been implemented and tested in 5 sites across the United States (Bloomington-Normal, Illinois; Mesa, Arizona; Riverside, California; San Antonio, Texas; and Tucson, Arizona). The OJJDP has implemented this model in over 25 urban and rural locations since 1995.</p>
PARTICIPANTS	This program focuses primarily on youth gang members 12 to 25 years of age, based on OJJDP’s authorizing legislation.
MODEL	<p>Theoretical Framework: Drawing principally on social disorganization theory to frame the development of the Model, Dr. Irving Spergel and a research team from the University of Chicago expected that there were core strategies to address gang youth, their families, and the community institutions that would promote youths’ transition from adolescence to productive members of society.</p> <p>Program Components: The Spergel Model consists of five strategies for dealing with gang-involved youth and their communities:</p> <p><i>Community Mobilization:</i> mobilizing local residents, youth, community groups, civic leaders and agencies to plan, strengthen, or create new opportunities or linkages to existing organizations for gang-involved and at-risk youth; and, coordinating programs and services as well as the functions of staff within and across agencies;</p> <p><i>Social Intervention:</i> providing programs and social services (via youth serving agencies, schools, faith-based and other organizations) to gang youth and those at high-risk of gang involvement; also, using outreach workers to actively engage gang-involved youth;</p> <p><i>Opportunities Provision:</i> providing and facilitating access to educational, training and employment programs or services targeted to gang youth and those at high-risk of gang involvement;</p> <p><i>Suppression:</i> conducting suppression activities via formal and informal social control mechanisms and holding gang-involved youth accountable for their actions and behaviours, including close supervision or monitoring of gang youth by criminal justice agencies and also by community-based agencies, schools and grass-roots groups; and</p>

	<p><i>Organizational Change and Development:</i> facilitating organizational change and development to help community agencies better address gang problems through a team “problem-solving” approach that is consistent with the philosophy of community and problem-oriented policing; also, developing and implementing policies and processes that result in the most effective use of available and potential resources within and across agencies.</p>
<p>OUTCOMES</p>	<p>Evaluation Design: The Little Village pilot program in Chicago was evaluated by Spergel and Grossman using a quasi-experimental design. The evaluation collected and analyzed data on 493 youths who were either program youths (195), quasi-program youths who received some services (90), or a comparison group who did not receive services (208). Data collection included interviews, criminal history records, aggregate level police arrest data, field observations, community surveys, and focus groups.</p> <p>Results: The evaluation concluded that: (1) serious gang violence among the targeted gang members was lower than among members of comparable gangs in the area. Specifically, there were fewer arrests for serious gang crimes (especially aggravated batteries and aggravated assaults) involving members of targeted gangs in comparison with a control group of youths from the same gangs and members of other gangs in Little Village; (2) using a combination of various social interventions involving youth outreach workers and suppression tactics, was more effective for more-violent youths, while the sole use of youth workers was more effective for less-violent youths; (3) the project was apparently most effective in assisting older youths to significantly reduce their criminal activities (particularly violence) more quickly than would have been the case if no project services had been provided; and (4) the project was particularly successful in reducing drug arrests for program youth compared to comparison and quasi-program youth, who showed increased drug arrests.</p>
<p>RESOURCES</p>	<p>OJJDP. (2007). <i>OJJDP Comprehensive Gang Model: A Guide to Assessing Your Community’s Youth Gang Problem</i>. Washington, DC: Institute for Intergovernmental Research.</p> <p>OJJDP. (2008). <i>Best Practices to Address Community Gang Problems: OJJDP’s Comprehensive Gang Model</i>. Washington, DC: United States Department of Justice, Office of Juvenile Justice and Delinquency Prevention.</p> <p>Spergel, I. A. (2007). <i>Reducing Gang Crime: The Little Village Project</i>. New York, NY: Oxford University Press.</p>

DURHAM YOUTH GANG STRATEGY (DYGS)	
KEYWORDS	Targeted at the overall gang problem in specific communities; comprehensive approach including social services, suppression and education, training and job opportunities; multi-agency initiative delivered through community mobilization and organizational change and development
FUNDING	Public Safety Canada, National Crime Prevention Centre, Youth Gang Prevention Fund (YGPF)
SCOPE	The Durham Youth Gang Strategy is delivered through a partnership between the Durham Family Court Clinic (DFCC) and the Murray McKinnon Foundation (MMF). Through a comprehensive approach, the project focuses on decreasing risk factors for youth most at risk of gang involvement. The project began in July, 2007.
PARTICIPANTS	The DYGS works with youth aged 12 to 18 who are involved or at risk of involvement in gangs.
MODEL	<p>Theoretical Framework: The Durham Youth Gang Strategy comprehensive model is based on evidence from the OJJDP Comprehensive Community-Wide Gang (or Spergel) Model.</p> <p>Program Components: Consistent with the Spergel approach, the DYGS consists of the following five core elements:</p> <p><i>Community Mobilization:</i> The project brings local residents, youth, community groups, civic leaders and agencies together to identify and strengthen existing, or create new linkages to organizations providing services for gang-involved and at-risk youth. It also coordinates programs and services, and the functions of staff within and across agencies.</p> <p><i>Social Intervention:</i> Programs and services are provided for youth involved in gangs and those at high-risk of gang involvement. Youth requiring one to one support are identified through partnerships with existing agencies and networks already serving ‘at-risk’ youth in the region.</p> <p><i>Opportunities Provision:</i> Access to education, training and employment programs is organized for youth participants. The DYGS workers assist youth by assessing aptitudes and identifying opportunities.</p> <p><i>Suppression:</i> Suppression activities including close supervision of youth involved in gangs by criminal justice agencies and community-based agencies, schools and grass-roots groups are supported through the project.</p> <p><i>Organizational Change and Development:</i> The DYGS project facilitates organizational change and development to help community agencies better address gang problems – examples include team problem-solving, development and implementation of policies and processes that result in the most effective use of available and potential resources within and across agencies.</p>

OUTCOMES	<p>Evaluation Design: The DYGS is being evaluated under the YGPF by a third party evaluator. A single group repeated measures design (pre and post intervention with a minimum 12 month follow-up) will explore whether the DYGS interventions specifically geared for high risk youth and community members can help to improve knowledge and awareness, as well as decrease risk behaviours associated with youth at risk of gang involvement and youth involved in gangs. Evaluation data will be gathered using the administration of questionnaire packages and focus groups for youth participants, parents/guardians, and community service providers.</p> <p>Preliminary Results: Based on the baseline data collected for the evaluation, appropriate youth are being referred to DYGS (male youth between the ages of 13-18; enrolled but not attending school; charged with a criminal offence). The pre-test results also indicated that 67% of youth involved in DYGS have at least moderate affiliations with gangs, and that 23% of the participants are considered to have high gang affiliation. Youth Gang Awareness Forums were held in February 2008 and October 2008. Durham Youth and Gangs Forums have provided community agency members with increased knowledge about the risk factors associated with gangs.</p>
RESOURCES	<p>Durham Youth Gang Strategy. Crime Prevention in Action Series. Available from: http://www.publicsafety.gc.ca/prg/cp/ythgng/cpa02-dygs-eng.aspx</p>

GANG INTERVENTION THROUGH TARGETED OUTREACH (GITTO) <i>BOYS AND GIRLS CLUBS OF AMERICA (BGCA)</i>	
KEYWORDS	Targeted at youth in gangs or those at risk for gang involvement; Providing youth with a safe place to go and education, training and job opportunities approach; delivered through targeted outreach
FUNDING	United States Department of Justice, Office of Juvenile Justice and Delinquency Prevention
SCOPE	In keeping with OJJDP's Comprehensive Community-Wide Gang Model, the Boys and Girls Clubs of America developed Gang Intervention Through Targeted Outreach (GITTO), designed to help youth get away from their gang-associated behaviours and values.
PARTICIPANTS	Youth aged 6 to 18 who are at risk of gang membership or involved in gangs.
MODEL	<p>Theoretical Framework: The overall philosophy of the program is to give at-risk youths what they seek through gang membership (supportive adults, challenging activities and a place to belong) in an alternative, socially positive format. Youth outreach workers can engage gang youth individually and in small groups on the street, at home, at recreational centres, in detention, at work, school, and so on. Workers can counsel gang members about ways to leave a gang safely and to help work out problems with parents, wives, and girlfriends, peers as well as the police. They can counsel youth about the educational and job training programs available to them. Youth workers can be called on in times of crisis, such as when youth are homeless, depressed, injured, under arrest, or under pressure from the gang, and act as mediators to settle gang disputes.</p> <p>Program Components: There are four components of the initiatives as stated by the Boys and Girls Clubs of America: community mobilization of resources to combat the community gang problem; recruitment of 35 youths involved in gangs through outreach and referrals; promoting positive developmental experiences for these youth by developing interest-based programs that also address the youths' specific needs through programming and mainstreaming of youths into the Clubs, and providing individualized case management across four areas (law enforcement / juvenile justice, school, family, and Club) to target youths to decrease gang-related behaviours and contact with the juvenile justice system and to increase the likelihood that they will attend school and improve academically.</p> <p>The BGCA offered targeted youth a network of services involving drug treatment, tattoo removal, remedial education, life skills and job training services. Youth were given the opportunity to participate in activities such as sports, field trips, shooting pool, playing games and group meetings. Adults acted as mentors while offering advice on various issues of importance to recruits; topics included how to get a job, how to locate a service, how to handle conflict with peers, and deal with school pressures. Staff helped to take youth to court docket dates and job interviews and helped to arrange family meetings. The Club setting itself provided target youth with a place where they could feel safe.</p>

<p>OUTCOMES</p>	<p>Evaluation Design: In 1997, with funding from OJJDP and The Pinkerton Foundation, Public/Private Ventures embarked on an evaluation of GITTO. The evaluation included 3 Clubs that used the intervention approach. The intervention Clubs developed their projects between 1 and 3 years before the start of the evaluation. The study included 104 intervention youths who were recruited to each Club/project over about a 10-month period. The target youth survey sub-sample consisted of 66 intervention youths. Given the complexity of the Gang Intervention Through Targeted Outreach models, the evaluation used multiple methods for gathering information, including a review of case management records, questionnaires, and interviews and focus groups with program youths and Club directors. The BGCA evaluated the GITTO program to discover whether or not the initiative was successful in changing various gang behaviours (e.g., engaging in gang-related crimes, associating only with other gang members) as well as reducing gang involvement. The evaluation involved three main outcome variables: (1) changing levels of gang behaviour; (2) changing levels of contact with the juvenile justice system, and; (3) changes in school behaviours and achievement. To discover how youth changed, evaluators: (1) administered a questionnaire to target youth when they were recruited and again 12 months later; (2) surveyed club directors about the target youth, and; (3) asked staff to track the youth's juvenile justice system involvement (e.g., arrest and prosecution) and delinquent activity. The evaluation included three Boys and Girls Clubs that used the disengagement approach. The GITTO youth were compared with a matched sample of non-GITTO youth.</p> <p>Results: The evaluation of the GITTO reached the following conclusions: youth showed significant improvements in a range of school behaviours; 34% of the 104 GITTO youth reported leaving their gang over the 12-month period from baseline to follow-up; GITTO youth also reported a reduction in gang-associated behaviours; the targeted youth were reported to have less contact with the juvenile justice system; targeted youth were also judged to show an improvement in their use of leisure time; GITTO youth were also reported to engage in fewer delinquent behaviours such as stealing, drinking, vandalizing, and illegal drug use. Overall, the GITTO initiative was evaluated as being successful at meeting its goals.</p>
<p>RESOURCES</p>	<p>Arbreton, A. J.A., & McClanahan, W. S. (2002). <i>Targeted Outreach: Boys and Girls Clubs of America's Approach to Gang Prevention and Intervention</i>. Philadelphia, PA: Public/Private Ventures.</p>

GANG REDUCTION PROGRAM (GRP) <i>OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION (OJJDP)</i>	
KEYWORDS	Targeted at the overall gang problem in specific communities; comprehensive approach including social services, suppression and education, training and job opportunities; multi-agency initiative delivered through community mobilization and organizational change and development
FUNDING	United States Department of Justice, Office of Juvenile Justice and Delinquency Prevention
SCOPE	The Gang Reduction Program (GRP), similar to the Spergel model, proposes a step-by-step process to reduce youth gang crime and violence. This process leads to a thorough assessment of the gangs' issues, resources and services with the goal of designing a tailored strategy. A multiyear initiative (2003–2008), the GRP was piloted in four targeted communities characterized by significant existing program investment, strong indicators of citizen involvement, and high rates of crime and gang activity.
PARTICIPANTS	OJJDP selected four target communities of limited geographic area (about 2 to 5 square miles) in which to implement its comprehensive gang-reduction model. According to OJJDP, these communities were chosen because they were areas of substantial gang activity and sites of previous crime-prevention efforts. The target sites were Boyle Heights in Los Angeles, Metcalf Park in Milwaukee, the entire city of North Miami Beach, and the Southside community in Richmond.
MODEL	<p>Theoretical Framework: OJJDP's primary goal in implementing GRP was to reduce gang crime and violence. To achieve this goal, OJJDP sought to implement programs that were "comprehensive, integrated, and coordinated". The GRP model is more focused on the prevention and re-entry aspects to reach out not only to gang-involved youth, but also to high-risk youth and on young or adult offenders to engage them into positive lifestyles.</p> <p>Program Components: The program's multipronged implementation approach required community stakeholders to develop local plans to address family, peer, school, and community needs. Next, stakeholders identified local resources that they could use to meet these needs. After these planning objectives had been met, communities could use federal support to enhance delivery of appropriate resources and services to meet the identified needs. In order to implement GRP successfully, the following key components must be included: a comprehensive approach to youth gangs and violence; emphasis on integration of evidence-based practices; coordination of programs, technical assistance and evaluation; and close collaboration and effective communication.</p>

<p>OUTCOMES</p>	<p>Evaluation Design: The Urban Institute conducted a 3-year evaluation to assess program implementation, examine outcomes related to reductions in crime and gang activity, and identify improvements in pro-social activities and protective factors in the lives of high-risk youth. Evaluation of the GRP includes a pre/post comparison group design and a longitudinal time-series. The implementation component assessed the progress of the initiative in each site from its launch in the spring of 2003 through mid-2008. The outcomes component considered the effects of the program in each site from implementation through early 2008 and examined whether each site experienced significant changes in gang-related crime, serious crime, and other outcome measures associated with the goals of GRP.</p> <p>Preliminary Results: Interim reports note challenges associated with implementation and coordination with three of the pilot sites, particularly Milwaukee who experienced serious implementation and measurement issues and has since been dissolved.</p> <p>Other key findings:</p> <ol style="list-style-type: none"> 1. In contrast to many previous crime prevention and reduction efforts, all sites successfully implemented the GRP model. Three of the four sites also implemented plans to sustain elements of the program as federal funding expired. 2. Successful outcomes related to crime reduction were seen in most of the sites although results varied. 3. Strong leadership of a site coordinator, close oversight by OJJDP during the strategic planning and implementation phases, and the availability of technical assistance contributed to implementation progress at the sites. 4. GRP is not a one-size-fits-all approach to gang prevention and reduction. The model is flexible enough that sites can adapt it to local conditions yet remain true to the original design.
<p>RESOURCES</p>	<p>Cahill, M. & Hayeslip, D. (2010). Findings from the Evaluation of OJJDP’s Gang Reduction Program. <i>Juvenile Justice Bulletin</i>. Washington, DC: United States Department of Justice, Office of Juvenile Justice and Delinquency Prevention.</p> <p>Cahill, M., Coggeshall, M., Hayeslip, D., Wolff, A., Lagerson, E., Scott, M., Davies, E., Roland, K., & Decker, S. 2008. <i>Community Collaboratives Addressing Youth Gangs: Interim Evaluation Findings from the Gang Reduction Programs</i>. Washington, DC: The Urban Institute.</p>

GANG RESCUE AND SUPPORT PROJECT (GRASP) <i>METRO DENVER PARTNERS</i>	
KEYWORDS	Targeted at youth in gangs; peer mentoring approach; programming delivered in a group setting and through targeted outreach
FUNDING	Charitable Donations
SCOPE	The Gang Rescue and Support Project (GRASP) was founded in Denver, Colorado, in 1991. It is a peer-run intervention program that works with youth who are at-risk of gang involvement or are presently active in gangs, helps families of gang victims, and serves as a youth advocate. It is run by ex-gang members who broke free of the gang lifestyle and turned their lives around.
PARTICIPANTS	Anyone who wants help getting out of a gang, or wants to avoid joining a gang is encouraged to attend meetings. In addition, referrals are accepted from juvenile justice, schools, families, friends, public defenders, and other community-based agencies. The general referral criteria are: male/female youth, ages 14 to 24; gang involved (ranked in or associated with gang members, and/or family history of gang involvement); substance abuse issues; history of juvenile justice involvement; and family dysfunction or family involvement in any of the above.
MODEL	<p>Theoretical Framework: The peer group mentoring approach used by GRASP has shown to be successful in substance use and health teaching. Four factors contribute to the success of adolescent peer groups. First, peers share similar experiences and validate each other's reality. Second, a sense of self-esteem is heightened, as peers feel useful to other group members. Third, during honest confrontation in a supportive atmosphere, peers may challenge behavioural responses based on shared circumstances and support the adaptation of new behaviours. Fourth, during the process, a sense of acceptance and togetherness develops. These factors are universal and exist regardless of the type of peer group intervention. GRASP also has similarities to the 12-step Alcoholic Anonymous (AA) model that has shown success in the treatment of adolescent alcohol use and other addictive behaviours. At the core of AA and GRASP is sharing of self and helping each other.</p> <p>Program Components: GRASP uses small group meetings and peer mentoring to encourage young people to live a more positive lifestyle. During meetings, peers share their experiences in gang life, confront each other's values, beliefs and attitudes, and offer helpful advice.</p> <p><i>GRASP Programs:</i> Community Outreach GRID, support group, school outreach project, targeted presentations, tattoo removal, Barrio Unity Mural Project.</p>
OUTCOMES	<p>Evaluation Design: Using a questionnaire, Hritz and Gabow (1997) evaluated the effectiveness of GRASP in reducing gang involvement, arrests, and in shaping a more positive lifestyle, such as improved school attendance and employment.</p> <p>Preliminary Results: Thirty-seven participants completed a questionnaire both prior to and following intervention. The results suggest a decrease in gang involvement and an increase in school involvement and employment. While 22 participants had been arrested before joining GRASP, only 7 were arrested after joining.</p>
RESOURCES	Hritz, S. A., & Gabow, P. A. (1997). A peer approach to high risk youth. <i>Journal of Adolescent Health, 20</i> , 259-260.

PHILADELPHIA’S YOUTH VIOLENCE REDUCTION PARTNERSHIP (YVRP)	
KEYWORDS	Targeted at high-risk gang-involved youth under court supervision; support services and suppression, monitoring approach; multi-agency initiative delivered through targeted outreach
FUNDING	Initial financial support for the pilot project was provided by various charitable foundations.
SCOPE	Established in 1999, the YVRP is a multi-agency effort involving various youth serving organizations and criminal justice agencies partnering to reduce Philadelphia’s homicide rate and put violent youthful offenders on the path toward a productive majority. The initiative helps to connect participants with school, work and counselling while ensuring that they abide by their probation conditions.
PARTICIPANTS	This program focuses on 14 to 24 year olds who are at the greatest risk of killing or being killed. Many of the young people are typically under court supervision due to drug-related or violent offences.
MODEL	<p>Theoretical Framework: Drawing on some lessons learned from the Boston Gun Project and Operation Ceasefire (problem-oriented policing intervention expressly aimed at reducing youth homicide and youth firearms violence in Boston, Massachusetts), the YVPR involves two main components: closer surveillance of young people at high risk for crime and victimization, combined with the implementation or optimization of some measures to facilitate their social reintegration.</p> <p><i>Increased Supervision and Monitoring:</i> Community workers, police and probation officers share the responsibility for the intensive supervision of YVRP participants. At least four times per month, probation and police officers jointly visit participants, and their families, at their homes and places of employment. Probation officers then make two or more additional visits at the participants’ homes, work, or at school. In addition, the probation officers schedule formal meetings with participants at the probation office. Likewise, street workers attempt to visit participants eight times each month in the community and eight more times at home.</p> <p><i>Increased Support:</i> Probation officers and community workers share the responsibility for connecting participants, and their families, with a collection of support services related to, for example, school, housing, employment, health care, and substance abuse treatment.</p> <p>Program Components: The partnership’s strategy includes: identifying specific “youth partners” who would receive help by reaching a consensus among the agencies in the targeted areas; connecting the youth to community supports and programs through “street workers” who develop personal relationships with the youth partners; intense supervision of the youth partners by teams of police and probation officers; graduated sanctions for non-compliance, with the ultimate being a request to a judge to return violators to custody; and gun suppression through a zero tolerance policy for any youth partner who had or handled a gun.</p>

<p>OUTCOMES</p>	<p>Evaluation: The evaluation relied on monitoring data collected from January 2000 to July 2003. To determine whether YVRP Police Districts experienced change in their levels of violence, evaluators collected the homicide data of the 24th and 25th Police Districts from 1994 to September 2003. The evaluation team analyzed monthly statistics on each participant and the holding of semi-annual interviews with street workers, police, and probation officers. The evaluators followed street workers closely to learn about their relationships with participants and shadowed probation officers to gain insights into their daily activities.</p> <p>Results: Overall, the project was implemented as planned, and some issues surrounding implementation and coordination were resolved along the way. The data collected show that the front-line workers were able to closely monitor the targeted youth, and they carried out nearly 24 interventions per month, including about ten home visits. The number of interventions depended on the severity of the problems and individual needs. Nearly 800 young people were monitored through this four-year program.</p> <p>The evaluation data show that the homicide rate attributable to street gangs decreased overall in the precincts in which this program was implemented, as was the case in Boston. The 10 years of homicide data collected from the Philadelphia Police on the YVRP Police Districts reveals that homicides in the 24th and 25th Police Districts were significantly lower after the start of YVRP. Homicide trends also may support the conclusion that YVRP is having a positive effect in the districts in which it operates. The rate of homicide reduction was greater in the YVRP Police Districts than in the city as a whole. Trends show that 24th District homicides were slowly increasing over time, and during the quarter that YVRP was implemented there was a dramatic decline in homicides. Close surveillance made it possible to detect a large number of offences that were subsequently penalized. Lastly, the front-line workers were able to persuade a significant number of young people to attend assistance or rehabilitation programs. Additional assessments will be needed to identify the program's long-term effects.</p>
<p>RESOURCES</p>	<p>McClanahan, W. S. (2004). <i>Alive at 25: Reducing Youth Violence through Monitoring and Support</i>. Philadelphia, PA: Public/Private Ventures. Available from: http://www.ppv.org/ppv/publication.asp?section_id=25&search_id=0&publication_id=174.</p> <p>Jucovy, L., & McClanahan, W. S. (2008). <i>Reaching Through the Cracks: A Guide to Implementing the Youth Violence Reduction Partnership</i>. Philadelphia, PA: Public/Private Ventures. Available from http://www.ppv.org/ppv/publication.asp?section_id=25&search_id=&publication_id=241.</p>

POSITIVE ALTERNATIVES TO YOUTH GANGS PROJECT (PAYG) <i>SAN ROMANOWAY REVITALIZATION ASSOCIATION</i>	
KEYWORDS	Targeted at gang-involved youth or those at risk for gang involvement; support services approach; multi-agency intervention, programming delivered in a group setting
FUNDING	Public Safety Canada, National Crime Prevention Centre, Youth Gang Prevention Fund
SCOPE	The PAYG project works with high risk, ethno-racial minority youth living in the Jane-Finch community of Toronto to prevent them from joining street gangs or getting in to conflict with the law. The project also works with youth who are gang-involved to support their safe exit. PAYG brings together San Romanoway residents, local schools and community partners to develop and implement in-school, after-school, summer, parent and community intervention programs.
PARTICIPANTS	Ethno-racial minority youth aged 11 to 14 living in the Jane-Finch community of Toronto who are at high risk of joining street gangs, are gang members or who are at high risk of coming into conflict with the law.
MODEL	<p>Theoretical Framework: The PAYG project is based on evidence from Wraparound Milwaukee and the Philadelphia Youth Violence Reduction Partnership.</p> <p>Program Components: PAYG activities include the In-School Group Program, After-School Program, Family Support Program Intervention, Summer Program and the Community Program. Youth participate in the school, family and summer programs at a minimum. Youth at higher risk are involved in more components of the project. Participants are referred to the program by their parents, schools, community organizations serving high risk youth, and police. Initial assessment leads to the development of a plan identifying which components of the program will be accessed.</p> <p><i>In-School Group Program:</i> Operating in two middle schools at the grade six level, it involves separate groups for boys and girls. After careful assessment, individual support, mentoring and family support services are wrapped around each youth. During weekly, one hour group sessions, social-recreational, drama, audio-visual, arts and music activities are used to address content areas such as conflict resolution, problem solving, peer mediation, leadership, gender roles, gang resistance strategies, racism and culture shock, addictions, bullying and family violence. Mentoring is a key component of the school-based program.</p> <p><i>After-School Program:</i> Running after school hours, this program reaches up to 75 at-risk youth and offers homework help, reading circles, access to computers, theatre and recreational activities.</p> <p><i>Family Support Program Intervention:</i> Two full time Family Support Workers provide support to the parents/caregivers of youth participants. The goal is to help parents understand gang activity and how to keep their children gang-free, keep them bonded to school and to build skills for parenting in areas where they are struggling. Other services related to individual family needs are provided and referrals to organizations providing services such as educational upgrading, job skills training and addictions treatment are made and followed up on.</p> <p><i>Summer Program:</i> Offered to all families involved in the School Groups, After-School Programs and the Family Support Program, the Summer Program offers daily social-recreational, music and arts programming during the summer months. Life skills workshops are offered four days a week and meals are provided. Where appropriate, youth are referred to other summer programs being run by community organizations.</p>

	<p><i>Community Program:</i> Three community forums of approximately 50 people each are held each year for residents who have been impacted by gang violence or crime. The Forums are planned and implemented in cooperation with the San Romanoway Youth Committee and Parent Committee and are designed to increase awareness of gang activity and how to deal with it, identification of crime concerns or emerging crime issues and engagement of community members in activities to combat violence and crime. An estimated total of 250 male and female students will participate in the project each year. Of this total, 126 students will benefit from the in-school initiatives within the two Middle Schools; an additional 124 students will be supported through the after-school, summer and community-based programs. While all the youth participating are assessed as high risk for gang/criminal involvement, it is expected that approximately 75 participants a year will be in conflict with the law or at significant risk of engaging in gang activity.</p>
<p>OUTCOMES</p>	<p>Evaluation Design: PAYG is being evaluated under the YGPF by a third party evaluator. The project will be evaluated using a quasi experimental design. Data is being collected through participant interviews and surveys administered pre and post program. In addition, interviews and surveys will be administered with stakeholders and parents. The design will enable the evaluators to track changes in the attitudes of the youth involved in the program, gang membership, and gang activity in the community throughout the course of the project. A comparison group is also included in the evaluation.</p> <p>Preliminary Results: As of December, 2008, 48 youth have participated in the Summer Program and In-School Program. The average age of the youth was 12 years. 35 parents, including 31 mothers, were involved in the Family Support Program. Thirty three youth have completed baseline risk assessment surveys. Of these youth, two reported they had been arrested at least once in their lives, six said there were gang problems in their schools, and three youth reported they either had been or were currently involved in gang activity.</p>
<p>RESOURCES</p>	<p>Positive Alternatives to Youth Gangs Project. Crime Prevention in Action Series. Available from: http://www.publicsafety.gc.ca/prg/cp/ythgng/cpa08-payg-eng.aspx</p>

REGINA ANTI-GANG SERVICES (RAGS) PROJECT <i>NORTH CENTRAL COMMUNITY ORGANIZATION</i>	
KEYWORDS	Targeted at gang-involved Aboriginal youth; Aboriginal teachings and cultural activities and individual counselling and cognitive behavioural development approach; delivered through individual case management
FUNDING	Public Safety Canada, National Crime Prevention Centre, Youth Gang Prevention Fund
SCOPE	The RAGS project began in October 2007 and works with gang-involved Aboriginal youth and young adults living in the North Central neighbourhood of Regina, Saskatchewan. The primary goal of RAGS is to reduce criminal activities committed by young Aboriginal gang members. The program provides intensive support services to reduce involvement in gang life and to facilitate leaving gangs.
PARTICIPANTS	RAGS focuses on Aboriginal youth aged 12 to 30 who are currently involved in youth street gangs (e.g., Indian Posse, Warriors, Red Alert). Family members (including parents, siblings and partners) are also involved in the program. Roughly 50 young adults are served each year.
MODEL	<p>Theoretical Framework: The RAGS project activities were developed and designed based on combining available evidence from several approaches: Wraparound Milwaukee, the youth engagement approach (designed to help youth effect positive change in their lives and in the lives of their families by building resiliency against a number of risk factors associated with gang activity) and Circle of Courage (an approach to youth empowerment that is based on contemporary healing and resiliency research and traditional Native philosophies of child-rearing).</p> <p>Program Components: Based on the knowledge of the youth involved in street gangs in North Central neighbourhood of Regina, and the evidence for what works in addressing their needs, RAGS has developed 24/7 programming that includes the following specialized components:</p> <p><i>Intensive Counselling:</i> To help exiting gang members develop daily safety plans, deal with crises situations, criminal justice supports, relocation, addictions and provide on the spot support/counselling when it is required.</p> <p><i>Life Skills/Cognitive Skills:</i> Programming to encourage and coach youth in positive, pro-social behaviour and personal skill development.</p> <p><i>The ‘Circle Keeper’ Program:</i> Designed specifically for female youth gang members involved in the sex trade, offering facilitated groups to address safety needs, addictions and provide connections to support and therapeutic resources.</p> <p><i>Cultural/Faith-based Programming:</i> First Nation/Aboriginal traditional circle practices that focus on mental, emotional, physical, and spiritual components of the life cycle as well as opportunities to explore diverse faith-based experiences.</p> <p><i>Gang Exit Strategy:</i> Engages federal and provincial partners and builds expert knowledge on the appropriate methods of gang exit safety and programming including geographical relocation.</p> <p><i>Outreach Program:</i> Works in and around the community providing education and awareness to schools, community agencies justice programs including probation services, parole services and young offender programs.</p> <p><i>Family Programming:</i> Provides interventions, counselling, addictions education, and awareness and criminal justice system supports to the family members of youth participants.</p>

OUTCOMES	<p>Evaluation Design: RAGS is being evaluated under the YGPF by a third party evaluator. A variety of data collection and analytical techniques, including both quantitative methods (risk assessment surveys, financial analyses) and qualitative methods (interviews, field observations of programs, client file audits) are being utilized. A pre, mid, post and follow-up design will allow for the measurement of change over time and a non-randomized comparison group design will inform outcomes.</p> <p>Preliminary Results: Early results indicate that the RAGS project is reaching the intended population (current gang members or involved in the past six months; leaders or influential members in the gang; involved in serious crimes; serious addictions issues). Preliminary self-reported data suggests that the RAGS project is supporting and maintaining gang exit strategies for participants. The average age of the start of disengagement is 21 years. Increasing employability and school achievement seem to be key pathways out of gangs for these participants: nine have a job and seven are in school.</p>
RESOURCES	<p>Regina Anti-Gang Strategy. Crime Prevention in Action Series. Available from: http://www.publicsafety.gc.ca/prg/cp/ythgng/cpa01-rags-eng.aspx</p>

WRAPAROUND SURREY: A YOUTH DRIVEN COMPREHENSIVE PLAN FOR GANG VIOLENCE PREVENTION	
KEYWORDS	Targeted at gang-involved youth or those at risk for gang involvement; individual counselling and cognitive behavioural development approach; delivered through individual case management
FUNDING	Public Safety Canada, National Crime Prevention Centre, Youth Gang Prevention Fund.
SCOPE	The Wraparound Surrey project addresses the increasing incidence of youth gang activity in Surrey, British Columbia. The program provides pro-social alternatives for youth at-risk of gang involvement, youth displaying gang associated behaviours, and those currently involved in gangs. The project offers supports that enhance social and problem solving skills to prevent youth from joining gangs and to assist them in exiting gangs. The project began in April 2008.
PARTICIPANTS	The project works with youth, aged 11 to 17, currently enrolled in a Surrey District school, who are at risk of gang involvement, display gang associated behaviours, or are currently involved in gangs. The project also includes the families of participants in program activities.
MODEL	<p>Theoretical Framework: The Wraparound Surrey project is based on Wraparound Milwaukee and the Philadelphia Youth Violence Reduction Partnership.</p> <p>Program Components: Youth referred to the Wraparound Surrey Project undergo a detailed assessment to determine their needs and develop a tailored care plan. Each plan identifies the specific risks and needs of a youth and includes a listing of family and community supports and resources that will be accessed. Other activities include the development and delivery of a training curriculum for front-line staff within the City of Surrey to help them identify and support youth currently in gangs, those displaying gang-associated behaviour, or those at risk of being recruited into gangs. A training program has also been developed to assist parents in providing enhanced support for their children who may be at risk of involvement in gang activity. Wraparound Surrey project staff are also responsible for the development and implementation of an education program in the Surrey School District to educate youth about the realities of gang involvement and encourage the development of skills that prevent successful recruitment into gangs.</p>
OUTCOMES	<p>Evaluation Design: Wraparound Surrey is being evaluated under the YGPF by a third party evaluator. The project will be evaluated using a quasi experimental design. Youth who have been assessed as eligible for the program but have not yet received services will be included in the comparison group. Data is being collected pre and post program and includes regular follow up with youth once they have exited the program. Multiple lines of evidence are incorporated into the design including the collection of statistics in cooperation with the Surrey RCMP, school data, and individual level data from case files and risk assessment (YLS/CMI). In addition, interviews and surveys will be administered with stakeholders and parents. The design will enable the evaluators to track changes in the attitudes of the youth involved in the program, gang membership, and gang activity in the community throughout the course of the project.</p> <p>Preliminary Results: The project has completed approximately 40 assessments with 75 individuals engaged in the program activities. Preliminary data suggests that the project is targeting the appropriate youth to participate in the program and the referrals received by partnering agencies have been for youth at high-risk and eligible to participate in the project.</p>
RESOURCES	Wraparound Surrey Crime Prevention in Action Series. Available from: http://www.publicsafety.gc.ca/prg/cp/ythgng/cpa13-ws-eng.aspx

YOUTH ALLIANCE AGAINST GANG VIOLENCE (YAAGV) <i>PRINCE ALBERT OUTREACH PROGRAM, INC.</i>	
KEYWORDS	Targeted at Aboriginal youth who are gang-involved and engaged in criminal behaviour; providing youth with a safe place to go; Aboriginal teachings and cultural activities, and education, training and job opportunities approach,; delivered through targeted outreach
FUNDING	Public Safety Canada, National Crime Prevention Centre, Youth Gang Prevention Fund
SCOPE	Located in Prince Albert, Saskatchewan, YAAGV is an initiative for Aboriginal youth who are gang involved or at high-risk of gang involvement. The YAAGV activities were developed to address individual, family, school and community risk factors associated with youth crime and gang activity. The project started in June 2008.
PARTICIPANTS	The YAAGV works with Aboriginal children and youth aged 9 to 18 with particular focus on: those who have reached the age of criminal responsibility (12 years old) and are engaged in criminal behaviour – the majority of which is non-violent; and those aged 14-19 showing signs of wanting to disengage from gangs but who are at risk of violent retaliation. The families of the participants are also involved in the program activities.
MODEL	<p>Theoretical Framework: Two key approaches for addressing a multitude of risk factors and working with Aboriginal youth provide the foundation for the project – the youth engagement approach (designed to help youth effect positive change in their lives and in the lives of their families by building resiliency against a number of risk factors associated with gang activity) and Circle of Courage (an approach to youth empowerment that is based on contemporary healing and resiliency research and traditional Native philosophies of child-rearing).</p> <p>Program Components: The YAAGV project has seven main activities: <i>Won Ska Cultural School:</i> An alternative school designed for high-risk Aboriginal youth who wish to complete their high school training, earn high school credits, increase literacy skills, increase life skills, and participate in employment training. <i>Group Activities:</i> youth who are disengaging from gangs educate young people about the dangers of youth violence, bullying and gang involvement through a variety of youth-friendly activities such as school presentations, hip hop, rap, video production, the sharing of personal stories, and recreation activities. <i>Youth Activity Centre:</i> Offers a safe environment for recreational, arts, musical, and cultural activities, including set programs and drop in activities. <i>Van Outreach:</i> Using an easily identifiable vehicle, project staff make contact with high-risk youth on the street. A nurse joins staff twice weekly to provide health services and advice. <i>Court Outreach:</i> A justice worker associated with the program visits the court house to provide legal counselling, information regarding the structure of the court system, and referral services to youth involved in the justice system. <i>Counselling:</i> There are three counselling programs run by the YAAGV project: individual/crisis counselling; employment counselling; and female assistance group counselling. <i>Mediation in Schools/Activity Group:</i> This program targets youth aged 10 to 14 years who attend local community schools. A variety of socio-recreational and group activities are used to address peer pressure, conflict resolution, and gang resistance issues.</p>

OUTCOMES	<p>Evaluation Design: The YAAGV is being evaluated under the YGPF by a third party evaluator. The evaluation is structured to collect information from participants, criminal justice practitioners, social workers and educators on participants' level of gang involvement and/or level of risk for becoming involved in gangs before program initiation, midway through the program, and upon completion of the program. Analysis of this data will indicate if there have been changes over time in participants' levels of risk and levels of gang involvement. The evaluation will also measure changes in the prevalence among participants of specific risk and protective factors being addressed by the project activities. A non-randomized comparison group design is being used. Both samples are being followed over the duration of the project in order to investigate changes in offending and risk levels. Official records are used to verify youth self reports of criminal behaviour.</p> <p>Preliminary Results: The YAAGV worked with 568 individual youth (281 female and 287 male) between March and November 2008. The project has targeted the appropriate population of youth at risk of gang involvement, and gang-involved youth. Of the 91 youth who completed baseline surveys, half reported that they were either current or recent gang members, and the remaining half had many indicators suggesting that they were at high risk for gang recruitment. Reasons for joining gangs cited by participants included having a friend in a gang, in order to get respect, for protection, for money and to fit in better. In terms of offending behaviour, of the two thirds of the youth that had been involved in the justice system, 42% had attacked others with intent to harm, 42% had sold drugs, and 11% had carried handguns.</p>
RESOURCES	<p>Youth Alliance Against Gang Violence. Crime Prevention in Action Series. Available from: http://www.publicsafety.gc.ca/prg/cp/ythgng/cpa07-yaagv-eng.aspx</p>

YOUTH AT RISK DEVELOPMENT PROGRAM (YARD) <i>CITY OF CALGARY COMMUNITY AND NEIGHBOURHOOD SERVICES & THE CALGARY POLICE SERVICE</i>	
KEYWORDS	Targeted at gang-involved youth or those at risk for gang involvement; individual counselling and cognitive behavioural development and support services approach; delivered through individual case management
FUNDING	Public Safety Canada, National Crime Prevention Centre, Youth Gang Prevention Fund and Justice Canada, Youth Justice Fund – Guns, Gangs, and Drugs Priority
SCOPE	The YARD project is an early intervention program that supports Calgary youth through individual, coordinated and managed interventions that empower youth to make positive choices and recognize alternative solutions. The YARD program engages the family as a whole in the intervention process.
PARTICIPANTS	The YARD project works with youth aged 10 to 17 and their families, who live in selected neighbourhoods of Calgary and are at-risk of joining gangs or already engaged in gangs.
MODEL	<p>Theoretical Framework: Through the examination and combination of elements of successful programs, YARD has developed a comprehensive program adapted to the needs of youth and availability of resources in the area; based primarily on Wraparound Milwaukee.</p> <p>Program Components:</p> <p><i>Eligibility Screening:</i> Eligibility is determined using the Youth Primary Identification Tool. This screening tool was originally based on the Search Institute’s Developmental Assets model, and has been modified by adding specific questions to focus on known risk factors for gang involvement. The screening tool places youth into low, medium, and high categories of risk. Those who are in the medium or high categories are eligible to enter the YARD program, and those who are low risk or do not meet the gang inclusion criteria are referred elsewhere.</p> <p><i>Individualized Assessments:</i> Following admission to the YARD program, an individual, in-depth assessment is conducted to identify and detail protective and risk factors for each participant. Issues explored include the youth’s family background, school performance and behaviour, peer relationships, drug and alcohol history, and criminal involvement.</p> <p><i>Service Plans:</i> Based on the results of the assessment, the participant, the family, and YARD staff develop an intervention plan tailored to the needs of each youth. Based on this plan, YARD staff will then refer the participant to appropriate community services and programs.</p> <p><i>Case Management:</i> Case management is ongoing throughout youth involvement with YARD, and includes monitoring participant progress, and reassessing and modifying service delivery as necessary. The case management process depends on each participant’s needs but always includes staff meeting on a regular basis with participants and their families.</p>

<p>OUTCOMES</p>	<p>Evaluation Design: YARD is being evaluated under the YGPF by a third party evaluator. A variety of data collection and analytical techniques, including both quantitative methods (risk assessment surveys, financial analyses) and qualitative methods (key informant interviews, field observations of programs, client file audits) are being utilized. A pre, mid, post and follow-up design will allow for the measurement of change over time. Additionally, the evaluation will include a non-randomized comparison group design, to concretely determine program outcomes.</p> <p>Preliminary Results: As of January, 2009, YARD had received 46 youth referrals with 32 being accepted into the program. Preliminary data indicates the project is reaching the intended population (youth between 13 and 17 years of age; gangs are present in the community, schools and friend groups; currently involved in a gang or at risk of gang involvement). To date, YARD has referred participants to a wide range of programs from 24 different agencies, reflecting the individualized case plans for each youth. The range of referrals demonstrates how responsive the program is to youth interests including art programs, sports, cultural awareness and spirituality, health concerns, and emotional and psychological needs. In addition, referrals assist participants with education and learning issues, employment and housing. The referrals also go beyond helping youth by including the parents/guardians and larger family as appropriate.</p>
<p>RESOURCES</p>	<p>Youth at Risk Development Program. Crime Prevention in Action Series. Available from: http://www.publicsafety.gc.ca/prg/cp/ythgng/cpa16-yrd-eng.aspx</p>

YOUTH OPTIONS FOR SUCCESS (YOS) <i>NIAGARA CITIZENS ADVISORY COMMITTEE</i>	
KEYWORDS	Targeted at gang-involved youth or those at risk for gang involvement; individual counselling and cognitive behavioural development and support services approach; programming delivered in a group setting and through individual case management
FUNDING	Public Safety Canada, National Crime Prevention Centre, Youth Gang Prevention Fund (YGPF)
SCOPE	Project YOS focuses on five communities in the Niagara Region and provides prevention activities for students in grades 4 to 8 and gang intervention and exiting programming for youth aged 15 to 24. The project started in June 2008.
PARTICIPANTS	Project YOS focuses on two groups: children in grades 4 to 7 between 9 and 14 years of age and their families; and youth and young adults 15 to 24 years old who are not in school and either involved in gangs or at high risk of becoming involved.
MODEL	<p>Theoretical Framework: Project YOS is designed based on two key approaches – Wraparound Milwaukee and the Gang Resistance Education and Training Program (a school-based, law enforcement officer-instructed classroom curriculum).</p> <p>Program Components:</p> <p><i>Grade 4 and 7 G.R.E.A.T. Components:</i> Within the selected schools, the Grade 4 and Grade 7 students at highest risk of delinquency and gang involvement are identified and the G.R.E.A.T. program is delivered to them. The program includes sessions on bullying, developing strong relationships with adults, effective communication, anger management and decision making. Each 45 minutes session is taught by a G.R.E.A.T.-trained Niagara regional police officer.</p> <p><i>Family Program:</i> Adapted from the G.R.E.A.T. Families Program, this component provides sessions that use group interaction, activities and skills practice to engage parents and children in positive family interactions. Once their needs are understood, individual plans including referrals and follow-up are developed and managed by the Project YOS program facilitator. Participants learn strategies to improve family communication, set expectations and boundaries, enhance decision-making skills and improve their knowledge of the community.</p> <p><i>EXIT - 'Building Options':</i> Youth and young adults between 15 and 24 years who have been involved in the criminal justice system, have direct gang affiliations, are not in the school system and have not graduated, and have a history of anti-social behaviours are referred to the program. The youth undergo an assessment to determine the elements of a plan to combine services and project opportunities to best address their specific risk and protective factors. Each youth participates in a series of intensive workshops that explore negative behaviour patterns and begin to establish strategies for interrupting these through life and social skill development. A trained facilitator offers resources and support in initiating therapeutic interventions for mental health issues, anger, substance abuse and negative peer association. Youth are also assisted with referrals for housing, food and income support needs.</p>

<p>OUTCOMES</p>	<p>Evaluation Design: Project YOS is being evaluated under the YGPF by a third party evaluator. The evaluation design is a quasi-experimental design where pre and post testing in both the experimental and comparison classes will be conducted. Follow-up testing will be conducted for both the experimental and comparison classrooms 6 months after the end of the program. Key informant interviews and focus groups will also be used. Information collected will include the number of participants in the project that demonstrate increased school attendance, improvement in grades, increased - social and cognitive skills, self-esteem, conflict resolution skills - stronger self identity and ability to make positive choices. Measurement for EXIT – ‘Building Options’ will consist of pre, post program surveys, interviews, and focus groups with information gathered from participants. Outcome information will include the number of participants in the project that demonstrate a decrease in at risk behaviours including gang association and criminal activity, and an increase in pro-social activities including access to therapeutic intervention, employment and education resources. Data will also be collected on the involvement of participants in pro-social community activities and education and youth employment.</p> <p>Preliminary Results: In January 2009, Project YOS underwent a preliminary evaluation. The evaluation focused on youth and young adults 15-24 years of age. Fourteen males participated and the data suggests that the project is recruiting the youth it intended. All participants in the study were identified as being either active in the criminal justice system, as having direct or potential gang affiliations, or without options to continue and complete Grade 12 in either the regular or alternative school systems. Based on interviews with the participants, the majority of them agreed that the program was of value and necessary for the Niagara Region. Most of them acknowledged the importance of providing early prevention efforts. Based on preliminary information, the school-based project was initially offered in 4 sites. Due to the demand for the project, the number of sites has increased to 8 schools. The curriculum is taught in one Grade 4 and one Grade 7 class per school and the approximate number of students who have received the program to date is 310 with 4 schools scheduled for the term February-June, 2010 and 8 schools scheduled for the 2010-2011 school year. In terms of the Family Program, 2 cycles were completed serving 19 individuals in 7 families. Information from the families indicated the program was beneficial to addressing family stressors, developing realistic strategies for dealing with these, and identifying therapeutic community resources.</p>
<p>RESOURCES</p>	<p>Youth Options for Success. Crime Prevention in Action Series. Available from: http://www.publicsafety.gc.ca/prg/cp/ythgng/cpa11-yos-eng.aspx</p>

***Other Forthcoming or Promising
Youth Gang Exit Programs***

ACTING TOGETHER – GANG RESEARCH PROJECT	
KEYWORDS	Targeted at gang-involved youth or those at risk for gang involvement; knowledge development and dissemination approach; multi-agency initiative
FUNDING	Social Sciences and Humanities Research Council (SSHRC) – Community University Research Alliance Funding Stream
SCOPE	Acting Together is a five-year research project that is being led by Kwantlen Polytechnic University, Langara College, Simon Fraser University and the University of Victoria. The research is focused on protective factors, resiliency, and why youth do not join gangs. In addition, they are also looking at gang exit strategies for youth.
PARTICIPANTS	N/A
MODEL	Program Components: Acting Together’s Community Voices qualitative study aims to integrate confidential one-on-one interviews with parents, youth, teachers, and service providers and focus group discussions into findings that reveal community beliefs and expose opportunities for education, intervention or improvements to local initiatives. The qualitative research, which involves the community through focus groups and interviews, is a collaboration with 11 community agencies and takes place on the ground in Surrey high schools. In the first three years the project will identify factors that nurture character strengths and protect kids from lives of violence and helps prevent them from joining gangs. Project leaders will spend years four and five giving the results back to the community and engaging them in solutions.

CAREER PATH <i>PLEA COMMUNITY SERVICES ORGANIZATION OF BRITISH COLUMBIA</i>	
KEYWORDS	Targeted at gang-involved youth or those at risk for gang involvement that are in the justice system; education, training and job opportunities approach; programming delivered in a group setting
FUNDING	Justice Canada, Youth Justice Fund – Guns, Gangs, and Drugs Priority
SCOPE	Career Path is a pilot program (2009-2012) that offers comprehensive and specialized services for youth in the justice system and who are at risk of, or involved in, gang activities. The program offers youth educational, training, and employment opportunities by connecting them with an employer who will also act as a mentor to facilitate the making of ‘smart choices’, foster pro-social attitudes, build leadership skills, and gain valuable employability skills as a viable option to gang membership.
PARTICIPANTS	Career Path is a voluntary program that receives referrals from Youth Probation. Generally, the youth that are referred to the program are young people aged 15 to 18 who are in gangs or at risk of gang involvement.
MODEL	Program Components: Career Path provides meaningful employment and mentoring to young people that will result in a real job with strong prospects to carry forward into adulthood. The program combines intensive one-to-one support and supervision, job placements and employer mentoring with a variety of training and educational opportunities. The program provides a practical, multidisciplinary approach to employment by increasing the youth’s ability to function in work and community environments. Career Path will collaborate with and support employers who offer employment preparation and apprenticeship programs and who are willing to mentor the participant in the workplace.

CONSOLIDATION AND ACTIVATION OF A SOCIO-COMMUNITY NETWORK DESIGNED AND IMPLEMENTED FOR YOUTH IN THE PROCESS OF GANG EXIT <i>FONDATION QUÉBÉCOISE POUR LES JEUNES CONTREVENANTS</i>	
KEYWORDS	Targeted at gang-involved youth in the process of gang exit; individual counselling and cognitive behavioural development and support services approach; multi-agency initiative delivered through targeted outreach
FUNDING	Public Safety Canada, National Crime Prevention Centre, National Crime Prevention Strategy
SCOPE	The goal of this project is to aid youth involved in street gangs to exit the gang lifestyle by mobilizing a network of community organizations that work directly with these young people for support.
PARTICIPANTS	20 youth from the City of Montreal who are in the process of gang exit.
MODEL	Program Components: Gang exit will be accomplished by mobilizing key community partners for the purposes of detection/identification of gang members, information sharing and intervention/support, locating and bringing in 20 youth who are in the process of gang exit, the coordination, development, and implementation of an intensive intervention strategy (100 hours for each participant), and evaluating, counselling, and monitoring participants through the exit process.

GANG INTERVENTION WORKSHOPS (YOUTH) <i>SPIRIT KEEPER YOUTH SOCIETY (SKYS)</i>	
KEYWORDS	Targeted at gang-involved youth or those at risk for gang involvement; peer mentoring approach; programming delivered in a group setting
FUNDING	Charitable Donations
SCOPE	The Spirit Keeper Youth Society (SKYS) formed in Edmonton, Alberta in 2004. An Edmonton-based task force has identified 12 Aboriginal gangs with 400 members and about 2000 known gang associates.
PARTICIPANTS	Youth of all ages who are at risk of involvement or currently involved in gangs.
MODEL	<p>Program Components: SKYS provides a number of services. These include safe houses, job opportunities for Aboriginal youth who want to leave their gang, intervention efforts aimed at discouraging young people from joining a gang (e.g., workshops to reveal the ugly side of gang life), and ‘relapse prevention’ to help ensure that those who leave a gang are not drawn back into the gang lifestyle.</p> <p>Spirit Keeper Youth Society is unique in their gang intervention workshops, working with gang members who have made the decision to pursue paths as positive role models to an alternative lifestyle. Workshops are facilitated by ex-gang members with a modern day hip-hop and latter day cultural approach.</p> <p>Former gang members are welcome to present their stories. Participants are adults with a painful past but have been in a promising state of change for at least 12 months. By working with individuals connected to this perilous lifestyle, SKYS finds their workshops more effective. An emotional connection is made with the youth who can clearly see and relate to the effects of gang life.</p>

HIGHERGROUND COMMUNITY YOUTH SERVICES	
KEYWORDS	Targeted at gang-involved youth or those at risk for gang involvement; individual counselling and cognitive behavioural development and support services approach; multi-agency initiative, programming delivered in a group setting
SCOPE	Higherground Community Youth Services was created to provide alternatives and a variety of programs for youth from various ethnocultural and ethnoracial backgrounds who are at risk of, and/or involved in violence and street gang activity in the Greater Toronto area. Their goal is to deliver a three-phase program, the outcome of which is the safe exit of youth from street gangs and a rebuilding of their lives.
PARTICIPANTS	Youth from various ethnocultural and ethnoracial backgrounds who are at risk of, and/or involved in violence and street gang activity in the Greater Toronto area.
MODEL	<p>Program Components: The three pronged program consists of assessment, delivery of life skills educational programs and alternative social programs; therapeutic intervention to address specific issues for youth who want to leave gangs; and reintegration programs to permit youth to exit gangs safely and live productive lives in the larger community.</p> <p>Higherground Community Youth Services is committed to working with other community agencies/organization, school boards, police and politicians to provide outreach, counselling and education to youth in schools and on the street, and to those who may be involved in the criminal justice system.</p>

KESKIMINIHEYWINA (LESSONS OF LIFE) <i>FILE HILLS QU'APPELLE TRIBAL COUNCIL</i>	
KEYWORDS	Targeted at Aboriginal youth interested in leaving gangs; Aboriginal teachings and cultural activities approach; delivered through targeted outreach
FUNDING	Justice Canada, Youth Justice Fund – Guns, Gangs, and Drugs Priority
SCOPE	This is a three year gang exit reintegration pilot project (2009-2012) to support Aboriginal youth leaving gangs as they transition into their home communities.
PARTICIPANTS	Aboriginal youth in Saskatchewan who are interested in leaving gangs.
MODEL	Program Components: Support, programming and guidance are provided by outreach workers who facilitate the making of “smart choices”, re-integration, healing and recovery of youth into their home communities through traditional teachings and healing approaches guided by Elders with the assistance of two Keskiminiheywina (Lessons of Life) workers.

LIBERTY FOR YOUTH PROGRAMS	
KEYWORDS	Targeted at gang-involved youth who are in conflict with the law and/or have a custodial sentence; individual counselling and cognitive behavioural development approach; programming delivered in a group setting
FUNDING	Justice Canada, Youth Justice Fund – Guns, Gangs, and Drugs Priority
SCOPE	Founded in 2003, Liberty for Youth is a non-profit charitable organization that focuses on prevention and intervention for at-risk youth – they give support for youth that are involved in gangs. Their organization emphasizes character and leadership development in youth so they can overcome their past as well as their current circumstances.
PARTICIPANTS	Gang involved youth aged 15 to 21 who are in conflict with the law and/or who have a custodial sentence.
MODEL	<p>Program Components:</p> <p><i>Champion Series:</i> Piloting and evaluation of a series of programs to be delivered within youth correctional facilities and with partner organizations, targeted at youth in conflict with the law who are at risk of or involved in gang activities. Approximately 150 youth to participate in programs that encourage making positive choices, peer and mentor learning, relationship and communication skills building, and social activities designed to reintegrate them into the community.</p> <p><i>Reintegration Strategy – Leadership Awareness, Character Development:</i> Voluntary programming and reintegration support, involving counselling, interpersonal skills development, budgeting and occupational and source of income development, restitution and retrospective activities for approximately 200 youth in conflict with the law, particularly those who are gang involved or at high risk.</p>

PREVENTION OF YOUTH ADHESION TO CRIMINAL GANGS OR GROUPS <i>(PRÉVENTION DE L'ADHÉSION DES JEUNES AUX GROUPEES OU GANGS CRIMINELS)</i>	
KEYWORDS	Targeted at gang-involved youth who have indicated that they wish to leave the gang lifestyle; support services approach; delivered through targeted outreach
FUNDING	Public Safety Canada, National Crime Prevention Centre, National Crime Prevention Strategy
SCOPE	Each of the following five organizations: Projet Ado-Communautaire en Travail de rue (PACT de rue); Rue Action Prévention Jeunesse (RAP Jeunesse); Travail de rue/Action Communautaire; Mouvement Jeunesse Montréal-Nord (Program Title: Café-Jeunesse multiculturel); Plein Milieu (Program Title: Prévention de l'adhésion des jeunes aux groupes ou gangs criminels) will hire an outreach worker to work locally and directly with youth connected to gangs and who have indicated that they want to exit the gang lifestyle.
PARTICIPANTS	Street youth and gang members in Montreal.
MODEL	Outreach workers are responsible for analyzing and evaluating the success of the project. As part of their daily activities, the outreach workers will maintain a habitual presence in the community in order to make contact with youth and keep ties with youth/street gang members. These workers will also run pro-social group programs (outdoor, sports, and cultural activities) and develop programs to support youth in gang exit.

*Traditional Developmental Approaches
for Juvenile Offenders*

AGGRESSION REPLACEMENT TRAINING (ART) <i>INTERNATIONAL CENTER FOR AGGRESSION REPLACEMENT TRAINING</i>	
KEYWORDS	Targeted at adolescents who may be involved in youth gangs; individual counselling and behavioural development approach; programming delivered in a group setting
SCOPE	ART is a cognitive behavioural intervention focused on adolescents, training them to cope with their aggressive and violent behaviours. The basic program, which is delivered by contracted counsellors or trained staff, consists of a 10-week program with three 1-hour long sessions per week for a group of 8 to 12 youth.
PARTICIPANTS	ART is available for adolescents and youth.
MODEL	<p>Theoretical Framework: Aggression Replacement Training (ART) is a multimodal intervention designed to change the behaviour of chronically aggressive youth and has been identified as a successful intervention with youth gangs.</p> <p>Program Components: ART uses a psycho educational approach consisting of three major components: (1) skill streaming uses modeling, role-playing, performance feedback, and transfer training to help participants deal with their stress and anger and to set appropriate goals for themselves; (2) anger control training teaches participants to identify anger triggers, use “anger reducers” (e.g., deep breathing, imagining a peaceful scene), and to monitor and self-evaluate their reactions to frustrating events; and (3) moral education is a set of procedures (e.g., presenting youth with moral dilemmas, modeling, role-playing) intended to improve the young person’s moral reasoning ability and sense of fairness and justice.</p>

<p>OUTCOMES</p>	<p>Evaluation Design: Goldstein and Glick (1994) reviewed the application of the model to a gang intervention project in Brooklyn, NY. Thirty-eight young gang members were randomly assigned to the ART group and 27 were assigned to a No-ART control group. Desired outcomes included skills acquisition and performance; improved anger control, decreased acting-out behaviours, increased frequency of pro-social behaviours, and lower re-arrest rates.</p> <p>Preliminary Results: A comparison of the experimental and control groups revealed that the ART participants showed a significant post-treatment improvement in a number of skill categories: advanced social skills, aggression and stress management skills, as well as goal setting and planning skills. Arrest data showed that five of the 38 ART participants (13%) and 14 of the 27 no-ART control group (52%) were rearrested during the study’s 8-month tracking period. Goldstein and Glick (1994) concluded that the potency of ART “appears to be sufficiently adequate that its continued implementation and evaluation with chronically aggressive youngsters is warranted”.</p> <p>It is important to note that Goldstein made no attempt in his program to discourage gang membership per se. His intention was to simply target antisocial attitudes and behaviours and to reduce criminal behaviour. Goldstein's approach is exemplary in applying sound treatment methods (cognitive behavioural) to an appropriate target (criminal attitudes and behaviour rather than gang membership specifically) in a manner likely to be receptive to its participants, and to the surrounding communities. This approach is also remarkable in reminding us that needs for status, identity and affiliation with peers are normal needs for both adolescent males and females, and that some aspects of gang membership may be pro-social. In this regard, Goldstein's gang intervention is analogous to modern “harm reduction” approaches to drug addicts or “relapse prevention” for sexual offenders where the intent is to reduce the criminal behaviour, not to “cure” the problem.</p>
<p>RESOURCES</p>	<p>Glick, B. (2006). ART: A Comprehensive Intervention for Aggressive Youth. In B. Glick (Ed.) <i>Cognitive Behavioral Interventions for At-Risk Youth</i>. Kingston, NJ: Civic Research Institute.</p> <p>Goldstein, A. P. (1996). Aggression Replacement Training: Methods and outcomes. In C. R. Hollin & K. Howells (Eds.). <i>Clinical Approaches to Working with Offenders</i>. Chichester, UK: John Wiley & Sons.</p> <p>Goldstein, A. P., & Glick, B. (1989). <i>Aggression Replacement Training</i>. Champaign, IL: Research Press.</p> <p>Goldstein, A. P., Glick, B., Carthan, W., & Blancero, D. A. (1994). <i>The Prosocial Gang: Implementing Aggression Replacement Training</i>. Newbury Park, CA: Sage.</p>

MULTISYSTEMIC THERAPY (MST) FOR JUVENILE OFFENDERS	
KEYWORDS	Targeted at youth engaged in offending; individual cognitive behavioural development approach; delivered through individual case management
SCOPE	<p>Multisystemic Therapy (MST) for juvenile offenders addresses the multidimensional nature of behaviour problems in troubled youth. Treatment focuses on those factors in each youth’s social network that are contributing to his or her antisocial behaviour. MST targets youth who are already involved in the juvenile justice system and are at risk of being imprisoned.</p> <p>The main goals of MST are: to improve parental discipline practices; decrease youth association with delinquent peers; increase association with pro-social peers; improve youth's school performance; and develop a support network for the youth that includes extended family, neighbours, and friends.</p>
PARTICIPANTS	Youth engaged in offending and their families. MST targets chronic, violent, or substance-abusing male and female juvenile offenders at risk of out-of-home placement. The “typical” MST youth is 14 to 16 years old, lives in a home that is characterized by multiple needs and problems, and has multiple arrests.
MODEL	<p>Theoretical Framework: Multisystemic therapy (MST) views individuals as being a part of an interconnected network of systems and reduces delinquency by targeting one or any combination of these systems.</p> <p>Program Components: MST provides intensive therapy either in the family's home or wherever they feel the most comfortable. During the program's initial sessions, the problems needing attention are identified. After, the program provides services to the problem areas needing assistance. The intervention will not always be centred on the youth, especially if the problems are arising out of marital problems between the parents. The intervention strategies used are strategic family therapy, structural family therapy, behavioural parent training, and cognitive behaviour therapies. The MST program usually consists of 60 hours of treatment over a period of four months. This time period, however, may be adjusted to suit the individual needs of the family. MST is implemented by therapists with at least a master's level degree. They are supervised by on-site doctoral mental health professionals.</p>

<p>OUTCOMES</p>	<p>Evaluation Design: Several evaluations have been conducted in order to examine key outcomes of MST. Archival arrest records (juvenile and adult) and incarceration histories were used to evaluate post-treatment arrest rates, long-term arrest rates, and long-term incarceration rates. Self-reported criminal activity was measured using full-scale scores from the Self-Report Delinquency (SRD) scale. Alcohol and drug use was measured using multi-method assessment of substance use combining self-reports of use and urinalysis. Perceived family functioning-cohesion was measured using a self-report measure of parent and youth perceptions of family functioning using the 20-item Family Adaptability and Cohesion Evaluation Scales (FACES-III). Finally, peer aggression (peer relations) was assessed through adult and youth reports concerning the adolescent’s friendships using the 13-item Missouri Peer Relations Inventory (MPRI).</p> <p>Results: Evaluations of the MST program demonstrate that juvenile offenders that have received treatment have 25 to 70% reductions in long-term rates of arrest and almost 14 years after treatment. MST youth were sentenced to fewer than half as many days of incarceration as the comparison youth. Post-treatment reports of alcohol and marijuana use and other drug use were less frequent among MST participants compared with youth in the comparison condition. MST participants have improved family functioning and decreased mental health problems and reports of aggression with peers decreased significantly.</p>
<p>RESOURCES</p>	<p>Center for the Study and Prevention of Violence. (2006). <i>Multisystemic Therapy (MST)</i>. Blueprints Model Programs Fact Sheet Series. Boulder, Colorado: Center for the Study and Prevention of Violence, Institute of Behavioural Science, University of Colorado. Available from: http://www.colorado.edu/cspv/blueprints/modelprograms/MST.html</p> <p>Multisystemic Therapy Services. 2007. <i>Multisystemic Therapy - An Overview</i>. Mount Pleasant, SC. Available from: www.mstservices.com/overview_a.pdf</p> <p>National Registry of Evidence-based Programs and Practices. Intervention Summary: Multisystemic Therapy. Available from: http://www.nrepp.samhsa.gov/ViewIntervention.aspx?id=26</p>

PEACEMAKING CIRCLES AROUND YOUTH <i>PEACEBUILDERS INTERNATIONAL, INC.</i>	
KEYWORDS	Targeted at gang-involved youth or those at risk for gang involvement; support services approach; programming delivered in a group setting and through individual case management
SCOPE	The Peacemaking Circle Program helps youth to find alternatives to violence and crime in meeting their every day challenges; and work towards long-term solutions. Circles are vital to the rehabilitation process for troubled youth as they can effectively address the underlying causes of violence and conflicts. This approach helps youth take responsibility for their actions without the use of court justice systems so that they can be rehabilitated and positively re-integrated into the community.
PARTICIPANTS	Youth aged 12 to 17 who are gang involved or at high risk of gang involvement and who are identified primarily by youth justice system officials.
MODEL	<p>Theoretical Framework: Peacemaking Circles have been used in Canada and other countries for centuries to empower the parties and community to find holistic solutions to crime and conflict. Impartially facilitated, they adapt the traditional Aboriginal healing circle model using a restorative justice approach superimposed with dispute resolution and consensus building principles, resulting in a unique democratic circle dialogue. Peacemaking Circles consider the needs of victims, offenders, families and communities within a re-integrative context. The connections forged in circles provide the basis for the partnerships necessary to carry out integrated solutions to the immediate and underlying causes of conflict. Circle processes aspire to encompass the interests of all participants.</p> <p>Program Components: The Peacemaking Circle is a group dialogue process with highly trained facilitators. During a Peacemaking Circle, participants are encouraged to listen to others, step into their shoes, share their experiences, and work towards a common goal. The Circle is an effective tool that creates a safe space for people to have difficult but respectful conversations. The Circle process can also support communities to: facilitate resolution of differences among diverse community members; examine options and develop consensus related to community issues; help those at-risk to accept responsibility and move towards personal change; and make group decisions, brainstorm and build community.</p> <p>The Peacemaking Circle process is individualized for each client. Facilitators take a holistic approach, getting to know the youth and their supports within the community and understanding the factors that may be contributing to the youth's behaviour. Unlike other restorative justice programs, this program does not focus solely on the offence. The process is often transformational for young people and supports them beyond court involvement, by engaging their family members, community mentors and community elders. The Project has extensive linkages to schools, police, community-based agencies, and members of the business and professional community. The program also involves and supports victims, but will work with youth even if the victim chooses not to participate. If victims are not present in the Circle, the program ensures that there is representation around the victim's issues, so that the victim's voice is still heard in the restorative process.</p>

<p>OUTCOMES</p>	<p>Evaluation Design: Peacemaking Circles Around Youth was evaluated to assess whether it was implemented as planned and whether the expected outcomes were achieved. The evaluation utilized a mixed-method design that included surveys, interviews, reviews of participants' files, and literature reviews.</p> <p>Preliminary Results: The qualitative analysis of the survey, interview, and file data revealed that Peacemaking Circles allowed participants to build relationships, engage in healing dialogues, and develop action plans to deal with stressful events. To illustrate the impact of these circles, the evaluator provided four case studies from a representative sample of youth participants. These case studies highlighted both successes (e.g., engaging with youth and their families and resolving problems) and challenges (e.g., lack of participation by some youth and their families) of the youth circles project. Survey results also revealed that participants' experiences of the Peacemaking Circles were largely positive.</p> <p>The analysis of feedback from project staff pointed to both successes and areas for improvement. In terms of successes, staff indicated that most of the youth participants acquired constructive communication, problem solving, and conflict resolution skills; the project helped reduce the number of youth in pre-trial detention; and youths' families were made aware of community resources available to them and their children. Staff-identified areas of improvement including staffing a volunteer coordinator position; increasing the outreach to diverse communities; and on-going recruitment of, and professional training for, circle keepers.</p> <p>The evaluation findings suggest that the youth circles project met its objectives and that the project had a meaningful impact on the people involved. However, assessing any long-term outcomes was beyond the scope of the evaluation. The evaluation concluded with a list of recommendations for improvement, a number of which focused on funding issues.</p>
<p>RESOURCES</p>	<p>Pranis, K. (2005). <i>The Little Book of Circle Processes. A New/Old Approach to Peacemaking</i>. Intercourse, PA: Good Books</p>

WRAPAROUND MILWAUKEE	
KEYWORDS	Targeted at youth with serious emotional, behavioural and mental health needs; support services approach; delivered through individual case management
SCOPE	Wraparound Milwaukee is a comprehensive care program that focuses on delivering strength-based, individualized care to delinquent youth and their families. It was designed to reduce the number of youth being institutionalized by providing family-based treatment and programs within the community.
PARTICIPANTS	The program targets youth aged 13 to 17 with serious emotional, behavioural, and mental health needs and their families. To be recommended for the program, the youth must: have a current mental health problem; be involved in two of either juvenile justice, mental health, or child welfare systems; and have been identified as likely to receive out-of-home placements in a treatment centre.
MODEL	<p>Theoretical Framework: The basic philosophy underlying this approach is to identify precisely the community services and supports that a family needs and provide them as long as they are needed.</p> <p>Program Components: The goals of the program are to: reduce anti-social behaviour; help families access available services; increase association with pro-social peers; increase family cohesion; and minimize out-of-home placements. Before receiving treatment, the facilitators must determine whether enrolment is appropriate for the individual. The youths are then court-ordered through delinquency orders to participate in the program. The program has four main components:</p> <p><i>Care Coordination:</i> determines the resources and needs of each individual family and arranges for them to receive certain services and programming. They also monitor the implementation of the individualized plan for the family.</p> <p><i>Child and Family Team:</i> is a family's support system including relatives, friends, neighbours as well as the probation/child welfare workers.</p> <p><i>Mobile Crisis Team:</i> meets the needs of the families when a program coordinator is not available.</p> <p><i>Provider Network:</i> consists of all the individuals that work with Wraparound Milwaukee. These individuals include social workers and psychologists who are trained to intervene in family situations and provide an alternative to incarceration or institutionalization of the youth as well as community agencies that provide programming.</p> <p>The Wraparound Milwaukee treatment typically lasts as long as it is needed by the family and the youth. The program is implemented by a team of trained social workers and psychologists.</p>

<p>OUTCOMES</p>	<p>Evaluation Design: The Wraparound Milwaukee evaluation used a one-group, pre-test–post-test design. The Child and Adolescent Treatment Center collected data for the 3 years immediately before youths’ enrolment in the project and the 3 years following enrolment. The center reviewed court records for delinquent youths enrolled in Wraparound. The center also administered clinical measures, including the Family Quality Improvement Questionnaires, the Child Behavior Checklist, the Youth Self-Report, and the Child and Adolescent Functional Assessment Scale, to assess youth progress and family satisfaction at intake, 6 months, 1 year, 2 years, and disenrollment.</p> <p>Results: The evaluation demonstrated significant improvements for delinquent youths. An assessment of pre-test and post-test scores reveals that youths involved with wraparound services significantly improved functioning at home, at school, and in the community. In addition, the evaluation demonstrated a significant reduction in recidivism rates. In the 3 years preceding discharge from the program, 56 percent of the participants were referred for felonies, compared with 33 percent of the participants during the 3 years following discharge. Similarly, in the 3 years prior to discharge from the program, 79 percent of the participants were referred for misdemeanors, compared with 43 percent of the participants during the following 3 years. The reduction was consistent for many types of offenses (1 year following enrolment) including sex offenses (14 percent to 2 percent), property offenses (42 percent to 15 percent), assault offenses (20 percent to 5 percent), and weapons offenses (11 percent to 3 percent).</p>
<p>RESOURCES</p>	<p>Kamradt, B. (2000). Wraparound Milwaukee: Aiding Youth with Mental Health Needs. <i>Juvenile Justice</i>, 7(1): 14-23.</p> <p>Milwaukee County Behavioral Health Division. (2003). <i>Wraparound Milwaukee: 2002 Annual Report</i>. Milwaukee, WS: Milwaukee County Behavioral Health Division, Department of Health and Human Services.</p>