

## Community Safety Investment Framework Funding Options

### RECOMMENDATIONS:

That the Priorities and Finance Committee recommend that Council:

1. Direct Administration to continue to work with the Calgary Police Service on the Community Safety Investment Framework with it being funded up to a total of \$8M for 2022 from Calgary Police Service with annual assessment of investment based on outcomes; and
2. Request that Calgary Police Commission and Calgary Police Service report back to Council in conjunction with Administration on the investments and outcomes of the Community Safety Investment Framework annually through the Calgary Police Service annual report.

### HIGHLIGHTS

- The Community Safety Investment Framework terms of reference was approved by Council during Mid-Cycle Adjustments in November 2020. Administration and the Calgary Police Service are working together to implement the Framework.
- The overall goal of the Community Safety Investment Framework is to transform Calgary's crisis response system to improve the wellbeing of Calgarians through an equitable and effective crisis response system.
- For 2021, \$8 million from the Calgary Police Service budget was reallocated to work with community partners to develop alternative ways to support Calgarians in crisis, while the Community Safety Framework was seeded with a one-time investment of \$8 million from the Fiscal Sustainability Reserve, for a total of \$16 million. The Calgary Police Commission has agreed that the Community Safety Investment Framework will be funded up to \$8 million from a Calgary Police Service Budget Reallocation for 2022.
- In 2021, a total of 50 programs and initiatives received funding from both the Community Safety Investment Framework and the Calgary Police Service Budget Reallocation Funds. In addition, a research and evaluation project has been approved to assess the current crisis response system and recommend alternative models that will improve the wellbeing of Calgarians.
- Funding for the Community Safety Investment Framework beyond 2022 will be determined based upon the realized outcomes from the work in progress and available sources of funding after 2022. The Calgary Police Service and Commission are committed to the continuation of this work and will work with Administration during the 2023 – 2026 budget process to understand the long-term funding priorities resulting from the Framework. This will enable appropriate funding allocations to be considered within the Calgary Police Service budget process, which requires the Calgary Police Commission to approve the internal allocation of budget funds received by the Calgary Police Service from City Council.
- **What does this mean to Calgarians?** Calgarians experiencing a crisis will have access to the most appropriate crisis response services when and where they need them.
- **Why does this matter?** Investment in community safety has the potential to transform how Calgarians are supported during a crisis, reduce call demand, activate those best equipped to respond, allow crisis response services to concentrate on service delivery and find opportunities to respond through collaborative initiatives.
- Strategic Alignment to Council's Citizen Priorities: A city of safe and inspiring neighbourhoods.
- Previous Council Direction is included as Attachment 1.

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### **DISCUSSION**

Since 2018, Calgary has been engaging in conversations about the intersection of mental health and addictions (*Calgary's Mental Health and Addiction Strategy*), public safety (*Community-Based Public Safety Task Force*), systemic racism (*Calgary's Commitment to Anti-Racism*) and emergency response to these issues. In order to address community concerns and ensure appropriate responses to these issues, Council approved the Community Safety Investment Framework terms of reference and seeded the Framework with \$8 million in one-time funding from the Fiscal Sustainability Reserve. At the same time, the Calgary Police Service reallocated \$10 million of their own budget towards addressing these types of issues (see Attachment 2).

### **Calgary Police Service Budget Reallocation -2021/22**

In September 2020, the Calgary Police Service presented its commitments to Council and Calgarians in response to Council's July 2020 Notice of Motion on anti-racism, community concern that a police response may not be appropriate in all crisis response situations, and a need to decrease demand on front-line police resources. These commitments included the reallocation of a portion of its budget to work with community partners to develop alternative ways to support Calgarians in crisis.

At the 2020 November mid-cycle budget adjustments, the Calgary Police Service presented an adjustment that would see a total of \$10 million reallocated in the following ways:

- \$8 million to improving call response and ensuring the most effective and appropriate services are deployed to support citizens by working with partners to explore models of system integration involving health, social services, justice, and police; and,
- \$2 million to review call response, implement recommendations from the Service Optimization Review, and evaluate existing alternative call response programs for efficiency and effectiveness.

### **Community Safety Investment Framework**

Also in 2020 November, a Community Safety Investment Framework was co-developed by a team from Calgary Neighbourhoods and the Calgary Police Service in response to a Council Notice of Motion (Attachment 2). The Framework identified short-, medium-, and long-term crisis prevention and response-related outcomes (Attachment 3) for investment through two funding priorities: Strengthening Existing Crisis Supports; and Transforming Calgary's Approach to Persons in Crisis.

On 2020 November 26, Council approved the Framework terms of reference (see Attachment 3), in addition to the \$8 million in one-time funding from the Fiscal Sustainability Reserve and encouraged the Calgary Police Commission to participate financially in the Framework. Since the Fiscal Sustainability Reserve funding is one-time for 2021, Council also directed Administration to consider additional sources of funding for the Framework; develop a terms of reference and guiding principles for a working group to engage the Province of Alberta and the Government of Canada in the development of a joint funding partnership to address the issues in the Community Safety Investment Framework (Attachment 4); and, requested that the Calgary Police Commission and Calgary Police Service engage in the work of the Community Safety Investment Framework.

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With respect to considering additional sources of funding for 2022, and further to Council's request that the Calgary Police Commission and the Calgary Police Service engage in the work of the Community Safety Investment Framework, Administration and the Calgary Police Service agreed that the Community Safety Investment Framework is the right Framework, with the right governance to invest in shared outcomes and will continue working together to see the Framework implemented using a further \$8 million allocation from the 2022 budget of the Calgary Police Service.

Since the Calgary Police Service has no approved budget funding for 2023 onward, it is unable to commit specific funding beyond 2022 at this time. However, both the Service and the Calgary Police Commission are fully committed to the success of this model and will work with Administration to support and prioritize the continuation of the programs based on consideration of demonstrated outcomes, reduced police call volumes, and availability of funding within future Calgary Police Service budgets.

#### **2021 Allocations**

For 2021, the following allocations have been made for both the Calgary Police Service Budget Reallocation and the Community Safety Investment Framework. Details of the investments can be found in Attachments 5 and 6.

| <b>Calgary Police Service Budget Reallocation</b>   | <b>Funds Allocated</b> | <b>Totals</b> |
|---|------------------------|---------------|
| <ul style="list-style-type: none"> <li>Through a combination of targeted and internal Call for Proposals processes, and with input from the Calgary Police Service Diversity Advisory Boards and Anti-Racism Advisory Committee, a total of 26 proposals were approved with a focus on enhancing proven crisis response partnerships including: The Police &amp; Crisis Team (PACT), the Mobile Response Team (MRT) and Calgary Alpha House Downtown Outreach Partnership (DOAP) Main Team, as well as advancing anti-racism, equity, diversity &amp; inclusion, strengthening partnerships and reducing demand for front-line officers.</li> </ul> | \$5.2M                 |               |
| <b>Calgary Police Service Budget Reallocation Total</b>   |                        | <b>\$5.2M</b> |

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| Community Safety Investment Framework   | Funds Allocated | Totals         |
|---|-----------------|----------------|
| Priority 1 - Strengthening Existing Crisis Supports: <ul style="list-style-type: none"> <li>Through a combination of targeted and Open Call for Proposals processes, a rigorous review of applications from the community was undertaken by members of the Calgary Police Service and Calgary Neighbourhoods. As a result, 24 programs received investments to improve the wellbeing of Calgarians.</li> </ul>  | \$5.8M          |                |
| Priority 1 Subtotal   |                 | \$5.8M         |
| Priority 2 - Transforming Calgary's Approach to Persons in Crisis: <ul style="list-style-type: none"> <li>Administration launched an Open Call for Proposals for research to inform the development of a transformational crisis response system. Applications were received and reviewed by a panel comprised of representatives from Administration, the Calgary Police Service and Alberta Health Services. The successful applicant will be supported by a concurrent research project on systems mapping being undertaken in connection with the <i>Calgary Mental Health and Addiction Community Strategy and Action Plan 2021-2023</i>.</li> <li>Remaining funds (\$1.8M) are set aside for design or implementation work resulting from the 2021 research project.</li> </ul> | \$360K          |                |
| Priority 2 Subtotal   |                 | \$360K         |
| <b>Community Safety Investment Framework Total</b>  |                 | <b>\$6.2M</b>  |
| <b>2021 Total Allocation</b>  |                 | <b>\$11.4M</b> |

Outcomes and indicators have been developed and successful applicants of both the Community Safety Investment Framework and the Calgary Police Service Budget Reallocation Funds will be required to report back on them. Outcomes include: improved crisis triage, integrated case management, increased availability of 24/7 non-emergency support and outreach services, and other (to allow for organizations to share outcomes they may be tracking independently). Reporting templates are currently under development.

### Future Programming and Funding Sources

At this early stage in the programs, it is not yet possible to predict the outcomes and long-term programming resulting from the Framework. However, all parties involved in this collaboration are committed to the success of this model and look forward to continued collaboration to determine the most effective means for continuing and building on the work that has been begun. As noted

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above, to support future decision making, assessments will be performed to understand program outcomes and assist in setting priorities. This will include assessment of the success of the programs in reducing demand for policing services. At the same time, funding needs and potential sources for funding will continue to be explored, including the potential for securing additional future funding through further Calgary Police Service budget reallocations.

### **STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)**

- Public Engagement was undertaken
- Public Communication or Engagement was not required
- Public/Stakeholders were informed
- Stakeholder dialogue/relations were undertaken

Stakeholders were consulted and informed about the Community Safety Investment Framework through targeted dialogue and the call for proposals process which started 2021 March 11. In addition, a web page has been developed to help educate citizens, partners and community organizations about the benefits of the Framework.

### **IMPLICATIONS**

#### **Social**

Funding of the Community Safety Investment Framework supports:

- Core principles of the Social Wellbeing Policy (2019), including the key outcome areas of increasing resilience and improving services
- The Council endorsed *Calgary Mental Health and Addiction Community Strategy and Action Plan 2021-2023*. During the development of the strategy and action plan, The City of Calgary, Calgary Police Service, and other stakeholders recognized that both that strategy and the Community Safety Investment Framework sought to improve safety and wellbeing for people experiencing crisis related to mental health and/or addiction. For this reason, actions within the Staying Safe pillar of the *Calgary Mental Health and Addiction Community Strategy and Action Plan 2021-2023* have been utilized as the outcomes for the Community Safety Investment Framework
- Advancement of the principles of equity and the calls to action in the Truth and Reconciliation Report, the Calgary Police Service Indigenous Roadmap and The City's Indigenous Policy and *White Goose Flying Report*
- Themes identified during Council's July 2020 *Calgary Commitment to Anti-Racism* public hearings
- Recommendations from the Community-Based Public Safety Task Force; and the goals and outcomes of the Family and Community Support Services policy and Crime Prevention Investment Plan

#### **Environmental**

Not Applicable

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### **Economic**

By reducing demand on the emergency response system, it is anticipated that savings will be realized through Framework investments. Further, investments that increase Calgarians' wellbeing through an equitable and effective crisis response system will contribute to a healthy workforce that is required to relaunch and rebuild the economy.

### **Service and Financial Implications**

*Other: \$8 million*

In 2021, \$16 million is available towards outcomes identified by both the Calgary Police Service Budget Reallocation and the Community Safety Investment Framework processes. However, this amount will be reduced to \$8 million when one-time funds are fully expended. In 2022, the Community Safety Investment Framework will be funded up to a total of \$8 million from the Calgary Police Service budget with investment to be assessed annually based on outcomes.

Investments allocated to community organizations through both funding processes total approximately \$8 million, which is the amount that has been made available to fund the Framework through the Calgary Police Service budget. Future budget needs will be determined based on outcome assessments of the Community Safety Investment Framework programs.

### **RISK**

There is a risk that the investments made do not achieve the intended outcomes. The Framework governance, guidelines for investment outlined in the terms of reference, and the annual assessment will be used to mitigate this risk.

A further risk to the continued funding of the Community Safety Investment Framework outcomes is that of budget uncertainty. The COVID-19 pandemic and associated health restrictions are projected to have impacts to the Calgary Police Service budget through 2021 and into 2022. Additional reductions to the Calgary Police Service budget may impact the Service's ability to sustain funding commitments to the Framework. Mitigation of this risk may be realized through the work of the proposed intergovernmental joint funding partnership group, as well as through demonstration of reduced demand for policing services through success of the programs funded through the Framework.

### **ATTACHMENTS**

1. Background, Previous Council Direction
2. NOM Reallocating Police Resources to Support Community Safety
3. Community Safety Investment Framework Terms of Reference
4. Community Safety Investments Joint-Funding Partnership Working Group Terms of Reference
5. 2021 Allocations - Calgary Police Service Budget Reallocation
6. 2021 Allocations - Community Safety Investment Framework

### Department Circulation

| General Manager/Director | Department                | Approve/Consult/Inform |
|--------------------------|---------------------------|------------------------|
| Bonita Croft, Chair      | Calgary Police Commission | Inform                 |