

## Community Safety Investment Framework Terms of Reference

### Background

As a result of themes that have emerged through work with a focus on mental health and addiction, ongoing community engagement about public safety and feedback received through the public consultations on systemic racism, The City of Calgary and the Calgary Police Service recognize there is a need to:

- Address issues of inequity and racism;
- Invest in appropriate programs and services that address community need; and
- Conduct an assessment to determine when a police response is necessary or when an alternate response model is appropriate.

Furthermore, in November 2020, City Council directed Administration to develop a Community Safety Investment Framework (the “Framework”) that addresses gaps in crisis services for individuals, their families and support networks; outreach services; and the emergency response system in Calgary; including any gaps in racially and culturally appropriate services, and that Administration engage the Calgary Police Service in the development of the Framework

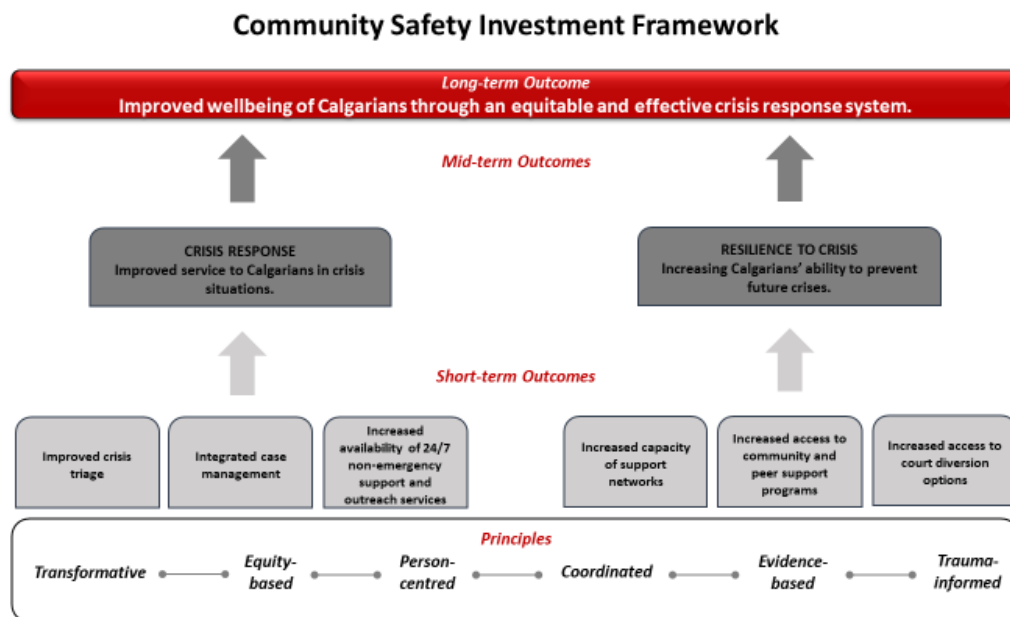
### Purpose

The purpose of the “Community Safety Investment Framework Terms of Reference” is to guide decision making for investment in enhancements and improvements to Calgary’s response to persons in crisis. For the purposes of the Framework, a person in crisis is defined as a person in need of urgent support due to mental or emotional distress, conflict or a threat to their safety. Crisis response refers to the immediate resources required by the individual experiencing a crisis, their families, friends and support networks.

### Funding Outcomes and Principles

The Framework guides investment in outcomes for Calgarians experiencing crisis, with the long-term outcome to improve the wellbeing of Calgarians through an equitable and effective crisis response system. This will be achieved by improving service to Calgarians in crisis situations and increasing their resilience to prevent future crises. This will also result in decreased demand on police as more appropriate services become available for Calgarians. A multi-pronged approach will be used to reach these outcomes, including investments in new and existing services, improved access to services, and systems transformation. Investments in these outcomes will be guided by the following principles:

1. Transformative to bring marked change to crisis response in Calgary
2. Equity-based to ensure culturally and racially responsive services and remove systemic barriers
3. Person-centered to empower and bring hope to Calgarians and their families
4. Coordinated to ensure systems integration for maximum effectiveness and efficiency
5. Evidence-based to ensure research and analysis are used to inform investments
6. Trauma-informed to strengthen resilience among Calgarians and their families



The diagram below indicates the expected long, medium and short-term outcomes to be achieved through investments guided by the Framework.

## Investment Strategies

Through a combination of evidence-based targeted allocations and open calls for funding applications, the implementation of the Framework will follow best practice in funding administration, and leverage processes established in Calgary Neighbourhood. The Framework will be implemented through two concurrent investment strategies:

1. **Strengthening Existing Crisis Supports:** providing investment in Calgary's current crisis response programs and services, including partnership models, outreach services and case management.

Calgary has several functioning partnerships that contribute directly to the outcomes identified in the Framework. These include crisis system and community-based outreach programs, and a range of multi-disciplinary collaborations.

Existing crisis programs with demonstrated outcomes will be identified and their capacity to expand will be assessed. Recommendations for funding allocations will be made based on pre-established selection criteria.

2. **Transforming Calgary's Approach to Persons in Crisis:** creating a comprehensive plan for a sustainable solution to crisis response in Calgary.

Research of models and practices, analysis of current data, outreach programs, and systems, as well as engagement with key stakeholders will guide the development and implementation of a funding plan to achieve crisis system transformation.

Funding recommendations will be made based on pre-established selection criteria.

The implementation of the Framework will be informed by existing policies, strategies and initiatives, including, but not limited to:

- Anti-Racism Capacity-Building
- Calgary Police Service – Indigenous Roadmap
- Community Action on Mental Health and Addiction
- Crime Prevention Investment Plan
- Enough for All Poverty Reduction Strategy
- Family and Community Support Services
- Indigenous Policy
- Public Safety Task Force
- Social Well-Being Policy
- White Goose Flying

## Governance

The Framework will be implemented through strategic and operational leadership as outlined below:

1. **Executive Steering Team:** will include senior leadership from The City of Calgary Community Services and the Calgary Police Service. The Executive Steering Committee will oversee the implementation of the Framework and have final approval on all funding allocations.
2. **Implementation Team:** will include key stakeholders in crisis prevention and response in Calgary, convened by The City of Calgary Community Services and the Calgary Police Service. The Implementation Team will convene agency and community subject matter experts as required for specific tasks and make funding recommendations to the Executive Steering Committee for approval.