

Community Safety Investment Framework (CSIF) Update

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 worked together to implement the Framework.
- The overall goal of the CSIF 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.
- In 2021, a total of 52 programs and initiatives received funding from both the Community Safety Investment Framework and the Calgary Police Service (CPS) Budget Reallocation Funds. In addition, a research and evaluation project was conducted to assess the current crisis response system and recommend alternative models that will improve the wellbeing of Calgarians.
- Funding for the CSIF for 2022 has been secured by a) the Calgary Police Commission for up to \$8 million in one-time funding from the Calgary Police Service budget, and b) Council approval to move \$8 million to base funding during the November 2021 budget deliberation.
- Funding for the CSIF 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 CPS budget process, which requires the Calgary Police Commission (CPC) 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, 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: At the 2021 June 8 Priorities and Finance Committee, 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 the Calgary Police Service with annual assessment of investment based on outcomes.
 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.

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. 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.

Calgary Police Service Budget Reallocation 2021

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.

In June 2021, the Calgary Police Commission agreed that the Community Safety Investment Framework will be funded up to \$8 million from the Calgary Police Service Budget Reallocation for 2022.

Community Safety Investment Framework

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. The Framework identified short-, medium-, and long-term crisis prevention and response-related outcomes 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, 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.

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 CSIF 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.

In November 2021, Council approved to move to base funding a total \$8 million to allow ongoing and sustainable investment to support Community Safety Investment Framework. This funding is managed by Administration.

Since the Calgary Police Service does not have approved budget funding for 2023 onward, it is unable to commit specific funding beyond 2022. 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 CSIF Funding

For 2021, the following allocations have been made for both the Calgary Police Service Budget Reallocation and the Community Safety Investment Framework. The full list of funded agencies can be found on the [Community Safety Investment Framework funding allocations webpage](#).¹

Calgary Police Service Budget Reallocation	Funds Allocated	Totals
<ul style="list-style-type: none"> 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 27 proposals were approved with a focus on enhancing proven crisis response partnerships including: the Police & 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 and inclusion, strengthening partnerships and reducing demand for front-line officers. Council approved unspent CPS Reallocation Budget to be carried forward into 2022. A total of \$3.5 million was spent in 2021. The remaining \$4.5 million was carried forward into 2022. 	\$8.0M	
Calgary Police Service Budget Reallocation Total		\$8.0M

The City of Calgary Community Safety Investment Framework	Funds Allocated	Totals
Priority 1 - Strengthening Existing Crisis Supports: <ul style="list-style-type: none"> 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. 	\$5.8M	
Priority 1 Subtotal		\$5.8M

¹<https://www.calgary.ca/csps/cns/prevention-funding/community-safety-investment-framework/community-safety-investment-framework-funding/CSIF-funding-allocations.html>

<p>Priority 2 - Transforming Calgary's Approach to Persons in Crisis:</p> <ul style="list-style-type: none"> 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>. Remaining funds (\$1.8M) are set aside for design or implementation work resulting from the 2021 research project. 	\$360K	
Priority 2 Subtotal		\$360K
Community Safety Investment Framework Total		\$6.2M
2021 Total Allocation		\$14.2M

Research Findings

The Centre for Suicide Prevention and PolicyWise for Children & Families were contracted to identify gaps and strengthen Calgary's crisis response system. The research work included a rapid literature scan, a current state assessment and analysis of administrative data from crisis response programs and services, identification and review of promising models of crisis response, and intensive engagement with key stakeholders and persons with lived experience of crisis.

The rapid literature scan indicated that crisis response is most effective when the following critical elements are in place:

- There is an integration of services across navigation, emergency services, primary health care, and community-based mental health and social supports that address the multitude of crisis experiences.
- The experience within the crisis system is safe and welcoming.
- There is a region-wide approach to crisis: several facilities in the area are equipped to respond to behavioural health crises 24/7, with opportunities to partner with law enforcement.

System-based themes were identified as foundational to transforming the crisis response system in Calgary to better serve individuals, families, and community. They include:

- Establish an accountable entity to oversee and monitor the crisis response system.
- Be community-driven with ongoing community engagement to inform the development, design, and implementation of crisis response.
- Be values-based in the design and operation of every aspect of the crisis response system.

Operational themes were identified as essential to the practices within the crisis response system and are rooted in current gaps in Calgary’s crisis response. They include:

- Accessibility: Ensure the system provides diverse, barrier-free service options rooted in community needs.
- Peer support: Create a mechanism to incorporate lived experience through peer support into the crisis response system.
- Cultural representation: Ensure cultural representation of Calgary’s population in crisis response.
- Trauma-informed care: Trauma-informed care and client-centered care is woven into all levels of strategy, practice, and policy in the crisis response system.
- Training: Crisis response training is ongoing and requires both theory and practice with immersive and applied approaches.
- Transportation: Transportation-related solutions and strategies are explored to address safe and reliable care of individuals in crisis.
- Client information sharing: Increased understanding of information sharing protocols is attained to facilitate better coordination and care of individuals in crisis.

The proposed recommendations and implementation considerations presented in the report are a guide to transforming Calgary’s crisis response system. Achieving a transformed crisis system requires: prioritizing all recommendations, conducting additional research and consultations, planning for implementation, engaging continuously with community (community members, crisis response service providers, sector support), and evaluating and monitoring of implementation.

Evaluation

Outcomes and indicators have been developed and successful applicants of both the Community Safety Investment Framework and the Calgary Police Service Budget Reallocation Funded programs 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).

In the first year of funding, CSIF funded programs supported over 18,000 individuals and completed over 90,000 contacts, which include information sessions, events, workshops, telephone inquiries, etc.

First Year of CSIF	City of Calgary Funded Programs	CPS Funded Programs	Total
Number of programs	25	27	52
Number of unique clients*	6,591	7,824	14,415
Number of contacts**	71,304	18,998	90,302

*Number of unique individual clients or participants where a client file was opened.

**Contacts may include, but not limited to participation in information sessions, participation in community events, workshops, presentations, telephone inquiries, drop-ins, one-time assistance, etc.

An interim evaluation report produced in November 2021 revealed that many programs contributed to one or more outcomes. It is also important to note that many programs are experiencing challenges to deliver services due to the following:

- Recruiting qualified and committed volunteers.

- Delay with procurement of consultants and subject matter experts.
- Staffing issues such as recruiting qualified and appropriate staff, staff absenteeism due to COVID-19.
- High rates of overdoses.
- Hesitancy of clients in accessing various outreach services due to fear of COVID-19. To combat this, Personal Protective Equipment (PPE) and COVID-19 information was made available as needed.
- The discovery of the lost children from residential schools was traumatic for Indigenous elders/seniors.
- More clients with complex needs requiring additional staff resources.
- Increases in client numbers overall stretching capacity.
- Difficulties in ordering supplies due to supply chain issues.
- Waitlists are long for clients to access mental health (e.g. sexual assault victims may wait 9-12 months for counselling).
- Court system is backed up.
- Long wait for addictions treatment centres.

This means that some CPS funded programs only got started in October 2021, despite receiving funding in May 2021.

Future Programming and Funding Sources

The evaluation team will continue to monitor the program and develop outcome indicators and baseline data to measure impact for the final report in Q3 2022. This will inform the next phase of Framework beyond 2022, in combination with the results from the research project to transform Calgary's approach to persons in crisis, and other sources.