

## **CRIME PREVENTION INVESTMENT PLAN**

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### **EXECUTIVE SUMMARY**

Since its creation by Council in 2005, the Crime Prevention Investment Plan (CPIP) has fostered the development of crime prevention programming and maintenance of community standards through its partnership with the Calgary Police Service (CPS), other City business units and grassroots community agencies. In alignment with its original mandate, CPIP provides seed funding for new and innovative prevention programs, rather than acting as a permanent funding source. This direction reduces dependency on the fund, increases community resiliency and fosters the growth of innovation and emerging community initiatives. This support allows community agencies to deliver front-line crime prevention projects which are focused on three key areas; including: street issues; children, youth and families; and community building. In 2014, CPIP will support community organizations in Calgary with a total of \$606 thousand in funding from the ABS operating budget; and introduce one new initiative, the Up The Wall, graffiti prevention partnership with CPS. In terms of overall impact, the investment of CPIP funding in crime prevention programs leverages almost \$2.4M in additional funding in the community for a total community investment of \$3M.

Following feedback during Council discussions in 2013, Administration initiated a review of the CPIP program, with a focus on enhancing the ability of new grassroots initiatives to participate in the fund. Phase 1 of this three phase process was completed in late 2013, including an analysis of best practices on funding crime prevention in Canada, a gap analysis, agency engagement and an updated program model (Attachment 3). Phase 2 is currently underway, including the building of criteria, streamlining of reporting processes and commencement of the gradual and planned transition of funding to emerging innovative programs.

### **ADMINISTRATION RECOMMENDATION(S)**

That the SPC on Community and Protective Services recommends that Council:

1. Approve the 2014 Crime Prevention Investment Plan allocations identified in Attachment 2 (\$606,000 for 9 agencies); and
2. Direct Administration to report back to the SPC on Community and Protective Services no later than 2015 March with recommendations for the 2015 Crime Prevention Investment Plan allocation.

### **RECOMMENDATION OF THE SPC ON COMMUNITY AND PROTECTIVE SERVICES, DATED 2014 MARCH 05:**

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That the Administration Recommendations contained in Report CPS2014-0230 be approved.

### **PREVIOUS COUNCIL DIRECTION / POLICY**

On 2005 November 07, Council approved and adopted the People-Places-Partnerships Crime Prevention Investment Plans as outlined in CPS2005-67. Since that time Council has received annual reports on CPIP. The most recent report, CPS2013-0354 was received on 2013 April 3, and directed Administration to report back to the SPC on Community and Protective Services no later than 2014 March with recommendations for the 2014 Crime Prevention Investment Plan allocations.

## **CRIME PREVENTION INVESTMENT PLAN**

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### **BACKGROUND**

The purpose of CPIP is to support crime prevention efforts in Calgary communities through the funding of innovative community-based prevention programs. This includes the delivery of local crime prevention projects which are focused on three core areas, including: street issues; children, youth and families; and community building. In terms of process, CPIP applications are made available each fall, to organizations that wish to obtain funding. Applications are reviewed and then assessed on the basis of CPIP's guiding principles and current criteria. Funds allocated are for one year terms, based on an April to March funding cycle. A mid-term report is due in June for successful applicants. This touch point not only ensures accountability but also provides recipients with an opportunity to ask questions and provide feedback. In the past, funded partners also provide opportunities for Administration to attend and/or observe their programs, continuing the two-way sharing of knowledge and expertise.

### **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

#### **2013 Funded Programs & Impact**

In 2013 CPIP supported 9 crime prevention initiatives in the community. Attachment 1 provides the outcomes for these programs for 2013.

#### **2014 Programs Recommended for Funding**

For 2014, Administration recommends supporting the following programs:

- Alpha House Downtown Outreach Addictions Partnership Team - \$120,000
- Boys and Girls Clubs of Calgary – Up the Wall Project - \$66,000
- Boys and Girls Clubs of Calgary - Project 828 HOPE - \$20,000
- Calgary Child Advocacy Centre - \$90,000
- Calgary Drug Treatment Court - Employment Project- \$90,000
- Federation of Calgary Communities - Building Safe Communities - \$80,000
- HomeFront Society for the Prevention of Domestic Violence - \$50,000
- John Howard Society - Child and Youth Empowerment Strategy - \$70,000
- 12 Community Safety Initiative - (12 CSI) - \$20,000

Attachment 2 includes a description of each of these programs, projects, or initiatives and is organized by area of focus. The total amount to be allocated in 2014 is \$606K.

### **CPIP Program Review Process**

Following feedback from Council discussions, Administration initiated a review of CPIP in 2013, with two primary objectives in mind, 1) to enhance the ability of new grassroots initiatives to participate in the fund, and 2) also identifying opportunities for overall program development and streamlining. This process not only ensures that support is available in the future for emerging and innovative crime prevention programs. It also provides an opportunity to refine application and reporting processes for existing community partners.

#### **Phase 1**

Phase 1 of this three phase process was initiated in 2013 May and completed in 2013 November. This phase included a best practice review of crime prevention strategies and approaches to funding across Canada, a consultation with funded agencies along with internal

## **CRIME PREVENTION INVESTMENT PLAN**

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and external stakeholders, the completion of a gap analysis and the development of an updated program model based on feedback and analysis findings.

### Summary of Findings from Agency Feedback & Gap Analysis:

- As a funding source, CPIP is more relevant than ever
- The focus on the three core focus areas remains highly appropriate as these areas are the main sources/sites for crime and therefore also for prevention
- In general, stakeholders accepted the need to focus on continued improvement of the fund, however they highlighted that any funding transitions need to be gradual
- Need to enhance fund application criteria to be more clear and align more closely with the purpose of the fund
- Interest in opportunities to bring new programs into the fund
- Need for multi-year funding option
- Importance of telling community stories through enhanced performance metrics

Through the agency engagement process, acknowledgement of the importance of ensuring new and innovative programs have access to the fund was confirmed. However, agencies highlighted the need for such a transition to be gradual in nature and to include support in their efforts to secure alternate funding streams. As a result of this feedback the transition of current programs to alternate funding sources is occurring over a three year period, including agency support from Administration in pursuing alternate funding streams. Attachment 4 outlines the stages of this Program Lifecycle approach.

The revised CPIP program model (Attachment 3) reflects the importance of a seed funding foundation in ensuring ongoing innovation in the crime prevention field. Aligned with the CPS Crime Prevention Continuum; the model and associated funding criteria will come into effect with the 2015 CPIP applicant pool.

### **Phase 2**

Phase 2 of this three phase process was initiated in 2013 December and will be completed in 2014 June. This process involves revising funding criteria, streamlining reporting processes and preparing for the gradual transition of funded programs to alternate funding sources. The addition of the Up The Wall, graffiti prevention partnership with the Calgary Police Service (CPS) highlights this continued commitment to seed funding and fostering innovation.

With respect to the streamlining of reporting, the agency engagement process highlighted the importance of aligning the CPIP annual reporting period with other major funding bodies, including the United Way. This approach would reduce the workload on CPIP funded agencies, minimize any duplication of their efforts and allow them to utilize reporting information to pursue alternate funding sources. Further, it was also noted that telling community stories more effectively through the development of more robust performance metrics would be valuable. The work of identifying key metrics is currently underway; once completed this process will include Administration support for funded programs in the development of these metrics. Both modifications are scheduled for implementation with the 2015 CPIP application process.

### **Phase 3**

## **CRIME PREVENTION INVESTMENT PLAN**

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Beginning in 2014 September, Phase 3 will involve the implementation of the CPIP review process. This phase will be completed in 2015 September and includes the formal implementation/transition of the new CPIP funding criteria, multi-year funding option, and alignment of the year-end reporting cycle with other funding bodies. Further, this phase will continue the gradual transition of existing funded programs to alternate funding sources; enhancing the capacity of the CPIP fund to support emerging and innovative crime prevention initiatives.

### **Stakeholder Engagement, Research and Communication**

Community agency engagement is a fundamental component of the CPIP application and reporting process. Funded agencies are engaged on a regular basis throughout the year ensuring opportunities to provide feedback with which to strengthen the fund. Further, CPIP staff work with funding recipients to identify program objectives, collaboration opportunities, performance measures, along with evaluation criteria and budget requirements, with agencies reporting back on the status of program outcomes.

In addition to CPIP funded agencies, key stakeholders such as CPS and internal business units, including Community & Neighbourhood Services, were engaged as part of the ongoing review process.

### **Strategic Alignment**

The recommendations in this report align with Council's Fiscal Plan for Calgary 2012-2014 by supporting the following:

*"Ensuring every Calgarian lives in a safe community and has the opportunity to succeed"*

2. Focus on community-based policing and crime prevention, in partnership with related community and city agencies, particularly around crime prevention and harm reduction strategies.

In addition, this report is complementary to the goals and objectives of imagineCALGARY and the 2020 Sustainability Direction.

### **Social, Environmental, Economic (External)**

#### **Social**

CPIP funds have created and strengthened partnerships among community agencies and all orders of government. These partnerships deliver education-oriented projects and support services that serve to enhance the social fabric of Calgary communities.

#### **Environmental**

Enhancing community safety and ensuring key community standards contributes to a safe and healthy environment for all Calgarians.

#### **Economic (External)**

Perceptions of Calgary as a vibrant, healthy, safe and caring community are critical factors in positioning Calgary to continue attracting new residents and enhancing economic growth. CPIP initiatives contribute to this objective via enhancing public safety through crime prevention

## **CRIME PREVENTION INVESTMENT PLAN**

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### **Financial Capacity**

#### **Current and Future Operating Budget:**

The proposed 2014 projects will be accommodated within the Crime Prevention Investment Plan Fund of \$606,000 within the Animal and Bylaw Services operating budget.

Due to the static nature of CPIP funding since 2005, ABS will highlight the need for increased funding and program development support in the upcoming 2015-2018 Business Planning and Budget Coordination process. ABS has preserved funding levels thus far by absorbing program management and development costs in recent years. CPIP along with other key initiatives within the Community Standards and Public Safety Portfolio are currently resourced by 1 full time equivalent position (FTE). These additional initiatives include coordination of the Calgary Safety Expo, a collaborative corporate event which supports safety and risk mitigation for over 3,000 students annually.

#### **Current and Future Capital Budget:**

Not applicable to this report.

### **Risk Assessment**

There are no significant risks associated with this report. Operational and/or project risks which have been identified are being managed. Risk of minimal return on investment is mitigated through the application and agency outcome review process.

#### **REASON(S) FOR RECOMMENDATION(S):**

Council's approval of the recommended allocations for the 2014 Crime Prevention Investment Plan will enable the identified organizations to deliver a variety of crime prevention initiatives, creating opportunities for partnership and collaboration to address crime and safety issues in Calgary communities.

### **ATTACHMENT(S)**

1. 2013 CPIP Project Outcomes
2. 2014 CPIP Proposed Projects and Allocations
3. Revised CPIP Program Model
4. CPIP Lifecycle Stages