

Community Services Report to
Community Development Committee
2025 June 12

ISC: UNRESTRICTED
CD2025-0390

Community Safety Investment Framework (CSIF) Terms of Reference and Governance Framework Update

PURPOSE

This report presents recommended updates to the Community Safety Investment Framework Terms of Reference and Governance Framework in response to Notice of Motion EC2024-1138.

PREVIOUS COUNCIL DIRECTION

In November 2020, Council directed Administration to develop a Community Safety Investment Framework (CSIF) and to engage the Calgary Police Service (CPS) in its development (C2020-1266). The CSIF Terms of Reference were subsequently approved alongside funding to implement the framework (C2020-1215).

In October 2024, Council directed Administration to review and update the CSIF Terms of Reference and governance framework to better reflect the principles of anti-racism and community-based preventive care and ensure that CSIF funds are more appropriately allocated to ensure the safety of equity-deserving populations (EC2024-1138).

RECOMMENDATION:

That the Community Development Committee recommend that Council approve the updated Community Safety Investment Framework Terms of Reference and Governance Framework.

RECOMMENDATION OF THE COMMUNITY DEVELOPMENT COMMITTEE, 2025 JUNE 12:

That Council approve the updated Community Safety Investment Framework Terms of Reference and Governance Framework.

CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS

GM Katie Black concurs with the contents of this report.

HIGHLIGHTS

- The CSIF Terms of Reference and Governance Framework have been updated to ensure they advance The City and CPS's commitment to addressing issues of inequity and racism.
- The updated CSIF Terms of Reference and Governance Framework outline the decision-making process between The City and CPS in how they administer CSIF funds.
- CSIF funds will continue to be used to strengthen existing crisis supports and transform Calgary's approach to persons in crisis.

DISCUSSION

The original CSIF Terms of Reference were developed as a result of community engagement on public safety, feedback received through the public consultations on systemic racism, and

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Council taking steps in acknowledging, recognizing and condemning systemic racism within Calgary communities and institutions, including The City and the CPS (C2020-1266; Attachment 1). Members of Administration across multiple business units whose work aligns with CSIF were engaged in the process to update the CSIF Terms of Reference and Governance Framework.

Working with members of the CPS who support the implementation of CSIF, Administration identified areas of improvement with the current governance structure, such as role clarity, decision-making mechanisms, and a dispute resolution and escalation process. To address this, recommended revisions to the Governance Framework identify levels of strategic leadership and more clearly define the role of the Implementation Team (Attachments 2 and 3).

Through this proposed approach, both The City and CPS will have more autonomy and ownership over the administration of their CSIF funds, including making and approving their own funding allocations, and informing their respective leadership and governing bodies. Both The City and CPS will continue to abide by the Terms of Reference that govern CSIF and will continue to collectively evaluate the outcomes of allocations. The updated Governance Framework will apply to the remaining 2025 and 2026 CSIF allocations from the CPS budget and so long as CPS has a funding commitment to CSIF.

The updated CSIF Terms of Reference and Governance Framework continue to advance the commitment to dismantle systemic racism. They include language that reflects the principles of anti-racism and the safety of equity-deserving communities; focus on four priority outcomes based on the evaluation of CSIF investments made to date; more clearly define the CSIF principles; and include a defined timeline based on City and CPS funding commitments (Attachments 2 and 3).

Improving crisis response encompasses improving existing approaches for 24/7 primary crisis responders and those who are subject matter experts in understanding the street-level impacts of individuals in crisis on the emergency response system, as well as working more collaboratively with CSIF-funded community agencies and organizations to provide more equitable and appropriate service where possible.

The updated Governance Framework represents an enhanced approach to how The City and the CPS can continue working together in implementing CSIF and how they can foster a stronger and more effective collaboration. The parties would achieve stronger community outcomes and have autonomy in the allocation of CSIF funds, within the parameters of the Terms of Reference. The City will continue to work closely with CPS through the Implementation Team, including working together to determine shared allocations and collaborating on system level changes that are required to transform Calgary's approach to persons in crisis.

EXTERNAL ENGAGEMENT AND COMMUNICATION

- | | |
|--|---|
| <input type="checkbox"/> Public engagement was undertaken | <input type="checkbox"/> Dialogue with interested parties was undertaken |
| <input type="checkbox"/> Public/interested parties were informed | <input checked="" type="checkbox"/> Public communication or engagement was not required |

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Internal parties who participated in the engagement process provided insights on CSIF's connection to anti-racism and its effectiveness, as a funding approach, in addressing crisis response; how CSIF is best positioned to meet the needs of equity-deserving populations; and the opportunities, challenges and lessons learned from The City's collaboration with CPS. Since the updated CSIF Terms of Reference and Governance Framework are governed by both parties, public engagement was not required for the purpose of this work. However, funded partners have been reporting on the impact and outcomes of CSIF-funded initiatives.

IMPLICATIONS

Social

Initiatives funded through CSIF have demonstrated positive outcomes in crisis triage; integrated case management; increased access to community and peer support programs that address gaps in services to equity-deserving groups; and the availability of non-emergency supports and outreach services. About one third (34%) of CSIF funded programs are led by Black, Indigenous and/or diverse Racialized communities and more than half (54%) have improved access to culturally relevant services, addressing gaps for diverse communities.

CSIF has proven effective in reducing demand on first responders, including police and emergency medical services (EMS). In 2023-2024, 91% of calls from CSIF-funded initiatives did not require emergency services (i.e., 911/CPS/EMS/Fire), while more than 22,000 calls were diverted from emergency services to crisis support services. The call diversion to the social-serving sector allows the CPS to more effectively allocate its resources to other, potentially more emergent calls.

Participants in CSIF-funded initiatives have shown better access to culturally appropriate and community-centered services that consider the diverse identities and needs of Calgarians and the barriers that communities have historically faced in accessing mainstream services. The recommendations in this report pertaining to anti-racism are expected to result in enhanced funding practices for programs that best address systemic barriers for Calgarians.

CSIF has a dual role of improving service to Calgarians in crisis and increasing Calgarians' ability to prevent future crises. The latter prevention approach to stop crisis incidents before they start, and the revisions made to the updated CSIF Terms of Reference and Governance Framework to better reflect the principles of anti-racism, advance key principles in the recommended updates to the Social Wellbeing Policy (CP2019-01). CSIF also aligns with the safety component of the Triple Bottom Line Policy Framework update.

Environmental

Not Applicable.

Economic

CSIF addresses the City's Public Safety corporate priority by improving safety and supports for people in crisis, which enhances economic vibrancy. CSIF funding supports outreach programs that help individuals on the streets experiencing vulnerabilities access recovery programs and services and provide them with real-time crisis management.

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Service and Financial Implications

Other:

Since 2021, The City and CPS have each contributed \$8 million annually to implement CSIF. The recommendations in this report will not impact budget. The City's CSIF budget is in base funding (C2021-1436); the CPS CSIF budget is one-time funded until the end of 2026.

RISK

According to the updated Governance Framework, each party will be able to make and approve its own CSIF funding allocations in accordance with the Terms of Reference. There is a risk that either party may decide to fund initiatives that may not be aligned to the CSIF outcomes. This can be mitigated by the important role of the Implementation Team which encompasses subject matter experts from both parties who will convene to assess the situation and ensure a shared vision and outcome for these allocations. The proposed approach also includes an escalation mechanism, should it be required, to address any discrepancies at the Implementation Team level.

The CPS one-time funding for CSIF ends in 2026 and external financial pressures could impact this current commitment. If the CPS does not commit funds past 2026, The City would be the sole funder for CSIF, which would result in reduced funding to currently funded or potential initiatives and a need to revisit the CSIF Terms of Reference and Governance Framework.

If Council is not in agreement with the recommendations in this report, the parties would continue using the original CSIF Terms of Reference. This would not significantly impact the implementation of the Framework; however, the parties may face the same challenges they have encountered in the current governance structure. Further, the 'anti-racist' principle ensures that the initial expectations and needs of Black, Indigenous and diverse Racialized communities are met and this Framework is successful in improving their public safety outcomes.

ATTACHMENTS

1. Background and Previous Council Direction
2. Community Safety Investment Framework Updated Terms of Reference and Governance Framework
3. Summary of Proposed Changes to the Community Safety Investment Framework (CSIF) Terms of Reference and Governance Framework
4. Presentation

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Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
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Eren Cervantes-Altamirano, Director	Community Services	Approve

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