

## **Community Services Prevention Investment Framework**

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### **EXECUTIVE SUMMARY**

On 2017 November 30, Council approved a one-time allocation of \$3M from the Fiscal Stability Reserve to safe communities, youth and low income programs and crime prevention. Council directed Administration to develop a strategy for the use of these funds for Council's consideration by Q1 2018. Council's direction recognizes that investment in prevention results in significant social returns and reduces more costly interventions in the future.

This report presents the Community Services Prevention Investment Framework as the strategic framework for the allocation of the \$3M in one-time funding. The Framework integrates existing prevention strategies and approaches, with an intent to leverage partnerships and resources to increase protective factors and reduce risk factors by expanding prevention programs and services. The Terms of Reference included as Attachment 1 will be used to guide investment decisions, bridging the continuum of prevention work across Community Services and the Calgary Police Service.

#### **ADMINISTRATION RECOMMENDATION:**

That the SPC on Community and Protective Services recommend that Council approve the Community Services Prevention Investment Framework Terms of Reference to guide the investment decisions for \$3M in one-time funding (allocated to Community Services during the 2018 Budget Deliberation and Adjustment Process).

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

On 2017 November 30, through C2017-1123, Recommendation 2, Council allocated \$3M in one-time funding from the Fiscal Stability Reserve to safe communities, youth and low income programs and crime prevention. Council directed Administration to report back to the SPC on Community and Protective Services, no later than Q1 2018, with a strategy for the use of these funds.

### **BACKGROUND**

Despite the economic downturn, Calgary is still a growing city and in a recent survey, Calgarians reported their feelings of safety had declined due to the lack of police resources. In response to these concerns and increasing challenges to public safety, including the opioid crisis, domestic violence and child abuse, Council increased the millrate allocation to the 2018 operating budget of the Calgary Police Service by \$14.3M. During the budget presentation, the Calgary Police Service reinforced that reducing harm and crime is achieved through prevention; this includes using evidence-based crime prevention models and strategies in developing and maintaining relationships with youth and within communities.

In the same 2018 Budget Deliberation and Adjustment Process, Council also approved an allocation of \$3M in one-time funding from the Fiscal Stability Reserve to safe communities, youth and low income programs and crime prevention. Council recognizes investment in prevention yields significant social return and reduces the need for more expensive interventions in the future. It has been consistently documented that the return on investment of \$1.00 in prevention yields \$7.00 to \$13.00 in diverted costs.

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

The Community Services Prevention Investment Framework will guide decision-making for investments in preventive programs and services for this one-time funding of \$3M. The Framework is built on a solid foundation of prevention strategies and principles that are proven to increase protective factors and reduce risk factors and will act as a bridge to link the prevention work across Community Services and the Calgary Police Service.

The Framework's Terms of Reference (Attachment 1) outline the purpose of investment, evaluation criteria, principles and governance structure for decision-making. In developing the proposed Terms of Reference, Administration reviewed current prevention-focused strategies that provide a strong foundation for use of the one-time funds, including the:

1. Calgary Police Service Crime Prevention and Reduction Continuum
2. Crime Prevention through Environmental Design principles
3. Crime Prevention through Social Development approach, which informs the Crime Prevention Investment Plan
4. Social Sustainability Framework, which guides the Family and Community Support Services investments
5. Canadian Municipal Network on Crime Prevention

The Framework will coordinate and leverage existing networks of preventive programs and services delivered by Community Services business units and non-profit organizations. The emphasis will be on programs that increase protective factors and reduce risk factors to Calgarians by expanding resources to high impact programs, addressing gaps in preventive programs and services and investing in community spaces. The Community Services Prevention Investment Framework will advance four long-term outcomes:

1. Enhancing social wellbeing of Calgarians
2. Making communities safer
3. Reducing crime
4. Reducing harm

Funding allocations will be determined through a two-step, internal review process. First, Community Services Strategic Services Managers will convene as a review panel to consider business cases for funding from across the department. The funding recommendations will be presented to Community Services Directors and Chiefs collectively for final decisions. Examples of work that may be in scope or out of scope for investment are included as Attachment 2.

Although the Framework has been developed for this one-time allocation of funds, it is anticipated that lessons learned from the implementation of the Community Services Prevention Investment Framework will inform future department-wide prevention work, as well as partnerships with the Calgary Police Service and community partners.

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

Representatives from across Community Services were engaged to inform the development of the Community Services Prevention Investment Framework. The Calgary Police Service was also engaged to ensure alignment with its crime prevention and reduction continuum. The engagement, led by Calgary Neighbourhoods, guided the development of the proposed Community Services Prevention Investment Terms of Reference.

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Engagement and communication will continue throughout implementation of the Framework to ensure alignment and decision-making on one-time funding for prevention investments achieves the outcomes Council is seeking.

### **Strategic Alignment**

This report's recommendation aligns with, and contributes to, the following Council Priorities from *ActionPlan* 2015-2018:

- A prosperous city
- City of inspiring neighbourhoods
- A healthy and green city
- A well-run city

This report also aligns with Calgary Police Service Crime Prevention and Reduction Continuum, the Social Sustainability Framework that guides Family and Community Support Services investments and the Crime Prevention Investment Plan.

Looking ahead to One Calgary, this report aligns with, and contributes to, the following Quality of Life Results for The City:

- Calgary is a city of safe and vibrant neighbourhoods
- Calgary is a healthy and equitable city

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

The Community Services Prevention Investment Framework will support expanded preventive programs and services to enhance the social wellbeing of Calgarians. It will support safer communities and enable Calgarians to live in safe and strong communities. A coordinated approach to investments in prevention will yield significant social returns and reduce more costly interventions that involve policing and the justice system. Research shows that \$1.00 investment in prevention yields a \$7.00 to \$13.00 return in diverted costs in the future.

### **Financial Capacity**

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

Council approved a \$3M one-time operating budget from the Fiscal Stability Reserve for 2018.

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

There are no capital budget implications associated with this report.

### **Risk Assessment**

While there are no significant risks associated with the development of the Community Services Prevention Investment Framework, two implementation-related risks have been identified and considered.

1. One-time funding can raise stakeholder expectations that additional resources will follow. Terms of Reference with guiding principles, governance and consistent processes for guiding decision-making on prevention investments will help to mitigate

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this risk. In addition, a long term view of this Framework will be considered as part of the One Calgary business plan and budget process.

2. The Framework's four long-term outcomes are difficult to track and measure with one-time funding. To mitigate this risk, Administration has developed a strategy to measure short- and mid-term outcomes, which, over time, contribute to long-term outcomes.

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

Council's direction recognizes that investment in prevention yields significant social returns and over time reduces more costly interventions. The Community Services Prevention Investment Framework will guide decision-making for one-time funding recommendations of preventive programs and services for Calgary's vulnerable populations. It will link the prevention-focused strategies and work across Community Services and the Calgary Police Service. Through evidence-based prevention investments, the Framework will focus on advancing the four long-term outcomes of enhancing the social wellbeing of Calgarians, making communities safer, reducing crime and reducing harm.

### **ATTACHMENT(S)**

1. Community Services Prevention Investment Framework - Terms of Reference
2. Community Services Prevention Investment Framework - Examples of In- and Out-of-Scope Investments