



AGENDA

STRATEGIC MEETING OF COUNCIL

December 19, 2018, 9:00 AM
IN THE COUNCIL CHAMBER

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONFIRMATION OF MINUTES
None
5. PRESENTATION(S) AND RECOGNITION(S)
None
6. CONSENT AGENDA
None
7. POSTPONED REPORTS
(includes related/supplemental reports)

None
8. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
 - 8.1 OFFICER OF COUNCIL REPORTS
None
 - 8.2 ADMINISTRATION REPORTS
 - 8.2.1 Community Action on Mental Health and Addiction Scoping Report, C2018-1443
Attachment 1 held confidential pursuant to Section 24 of *FOIP*.
 - 8.3 COMMITTEE REPORTS
None
9. ITEMS DIRECTLY TO COUNCIL
 - 9.1 NOTICE(S) OF MOTION
None

9.2 BYLAW TABULATIONS
None

9.3 MISCELLANEOUS BUSINESS
None

10. URGENT BUSINESS

11. CONFIDENTIAL ITEMS

11.1 CONSENT AGENDA
None

11.2 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
None

11.3 URGENT BUSINESS

12. ADMINISTRATIVE INQUIRIES
None

13. ADJOURNMENT

**Community Services Report to
Strategic Meeting of Council
2018 December 19**

**ISC: UNRESTRICTED
C2018-1443**

Community Action on Mental Health and Addiction Scoping Report

EXECUTIVE SUMMARY

On 2018 July 30, Council approved the Community Action on Mental Health and Addiction Notice of Motion C2018-0956, which includes direction to bring a scoping report to inform a Strategic Council Meeting. At the Strategic Council Meeting on 2018 December 19, subject matter experts will provide information on the current context and perspectives on the potential roles of the municipality, other orders of government, and community partners in addressing mental health, addiction, and community safety issues. To support the discussion, this report includes a brief scan of Canadian mental health and addiction strategies at the local, provincial, and national levels, a summary of current collaboratives working to address mental health and addiction issues in Calgary, and questions to support a facilitated discussion at the Strategic Council Meeting on 2018 December 19 (Attachment 1).

ADMINISTRATION RECOMMENDATION:

That Council:

- 1) Direct Administration to incorporate the feedback from the facilitated discussion at the 2018 December 19 Strategic Council Meeting in developing strategic actions, initial policy directions, targets, measures, and a governance framework as part of a Community Mental Health and Addictions Strategy, and return to Council through the SPC on Community and Protective Services no later than Q4 2019.
- 2) Direct that Attachment 1 of this report remain confidential pursuant to section 24 of the FOIP Act.

PREVIOUS COUNCIL DIRECTION / POLICY

At the Regular Meeting of Council on 2018 October 15, Council approved the revised Terms of Reference for the Prevention Investment Framework (CPS2-18-1096 Attachment 1) to provide guidelines for awarding 2019 funds, as directed in Notice of Motion C2018-0956.

At the Combined Meeting of Council on 2018 July 30, Council approved the following resolutions in the Notice of Motion C2018-0956:

That Council earmark up to \$25 million from the Fiscal Stability Reserve for Crime Prevention and a new Mental Health and Addictions Strategy over the next five years, with \$15 million allocated to the Community Services Prevention Investment Framework, The City's necessary FCSS contributions, and other short term initiatives in areas, such as Crime Prevention Through Environmental Design, and that the remaining \$10 million be earmarked to seed funding for initiatives resulting from the strategy described below, subject to adoption of a governance and decision-making framework;

That Council direct Administration to convene a community-wide mental health, addiction and crime prevention strategy, modeled on the systems approach taken in the Ten Year Plan to End Homelessness and Enough for All, involving a broad base of community stakeholders and leveraging partnerships with service providers and other orders of government.

And that Council direct Administration to report, as follows:

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1. Guidelines for awarding initial 2019 funds from the fund using the Prevention Investment Framework with the addition of a mental health and addiction lens, no later than 2018 October to the Standing Policy Committee on Community and Protective Services, and;
2. A scoping report and work plan for the development of the community strategy identifying short, medium and long-term actions, recommendations on a governance framework, targets and measurable, and initial policy directions for Council's consideration to a Strategic Session of Council, no later than Q1 2019. This session should be facilitated and involve input from members of Council and other stakeholders, including experts, in its design.

BACKGROUND

On 2018 July 30, Council approved the Community Action on Mental Health and Addiction Notice of Motion C2018-0956 in response to observed trends in the community related to mental health, addictions, and citizen concerns about crime and social disorder. Council directed Administration to develop a community-wide mental health, addiction and crime prevention strategy, report guidelines for awarding initial 2019 funds from the \$25M earmarked for the strategy, and prepare a scoping report to inform the discussion at a Strategic Council Meeting. The strategy will take into account the mental health and addiction strategies of other orders of government and existing collaborative initiatives within the Calgary community.

As part of the initial work, The City issued a call for funding proposals from 2018 October 17 to November 9 for the awarding of the initial \$3 million in funding using the Revised Prevention Investment Framework with a Mental Health and Addiction Lens. The City received 62 applications worth \$12 million. Although these funding applications are not representative of all community stakeholders who address mental health and addiction issues, and the information is provided within the context and requirements of a funding application, themes within the applications are illustrative of issues of importance to the community. Service providers report that their primary challenges are a lack of sustained or multi-year funding; increased demand for service, in both numbers and complexity of cases; and retention of highly-qualified staff. Factors that contribute to the need for mental illness and addiction prevention include poverty, barriers to accessing services, substance use, the experience of trauma, and the specialized needs of marginalized populations.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

As directed in the 2018 July 30 Notice of Motion, Administration consulted with members of Council to seek their input for the development of this scoping report and the design of the Strategic Council Meeting on 2018 December 19. Members of Council identified the need for information about the issues of mental health, addiction, social disorder, and crime prevention in the city in order to provide further direction on the development of a Community Mental Health and Addictions Strategy. They also raised issues of jurisdiction for mental health and addiction services, leadership and coordination of a system-wide strategy, the role of the municipality in such a strategy, and the importance of data-based decision-making.

Administration conducted a scan of strategies related to mental health and addiction at the federal and provincial level, as well as the municipal strategies of other cities. An overview of

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these strategies is provided in Attachment 2. Common threads across the federal and provincial strategies include:

- the need for a collaborative approach across sectors, such as health, addiction, justice, correction, education and social services;
- the need for coordinated investments across the spectrum of promotion, prevention, early intervention, treatment and rehabilitation services;
- the importance of data-based decision-making; and
- the link between mental health and addiction and other social determinants of health, such as housing instability, poverty and discrimination.

A high-level description of collaborative networks in Calgary related to mental health and addiction among community partners is included in Attachment 3. Further information about the local context will be provided through the 2018 December 19 Strategic Council Meeting presentations and panel discussion featuring key community stakeholders who were invited to share their expertise and experience in mental health, addictions, and/or crime prevention from a variety of sectors and perspectives. Subsequent to this meeting, Administration will gather more information about the current context of mental health and addiction programs and services and community needs and gaps through a stakeholder engagement process starting in Q1 2019.

In addition to the local expertise that has been engaged to inform this initiative, The City of Calgary has been selected to participate in the Bloomberg Harvard City Leadership Initiative for the 2018-2019 year. The Community Mental Health and Addiction Strategy will be the focus of the program, which aims to strengthen cross-boundary collaboration. The program provides executive education, a short-term intensive program to develop collaboration among key stakeholders, and ongoing team coaching sessions. Calgary will also have access to Harvard faculty members as resources to support effective collaboration and strategy development.

Stakeholder Engagement, Research and Communication

In 2018 September, Administration invited members of Council to provide input into the design of the 2018 December 19 Strategic Council meeting, as described in the Background section of this report. Members of Council raised issues of jurisdiction for mental health and addiction services, leadership and coordination of a system-wide strategy; the role of the municipality in such a strategy; and the importance of data-based decision-making. These have been considered in the planning of the presentations and discussion of the Strategic Council Meeting.

Calgary's Community Mental Health and Addiction Strategy will be developed within the context of federal and provincial mental health and addictions strategies and frameworks. Lessons learned by other cities through the development of their mental health and addictions strategies will be used to inform Calgary's approach. Attachment 2 provides a scan of federal, provincial, and municipal strategies and frameworks on mental health and addiction.

In addition to the research and engagement activity that has taken place to this point, the format of the upcoming Strategic Council Meeting is designed to facilitate communication and engagement between members of Council and the members of the community panel.

Administration will conduct a community and stakeholder engagement process in Q1 2019. The engagement process will take the form of a Community Listening Project, in which The City of

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Calgary will invite the community to share experiences and identify key issues related to mental health and addiction in Calgary in order to inform the development of a Community Mental Health and Addiction Strategy.

Strategic Alignment

The development of a Community Mental Health and Addiction Strategy aligns with the following 2019-2022 Citizen Priorities for One Calgary: a prosperous city, a city of safe and inspiring neighbourhoods, a healthy and green city, and a well-run city.

This report also aligns with

- The Social Sustainability Framework
- The revised Prevention Investment Framework with Mental Health and Addictions Lens
- The Council-approved Social Wellbeing principles of equitable service, access and prevention

Social, Environmental, Economic (External)

Mental health and addiction issues result in social and economic costs for individuals, families, and communities. A socially sustainable city is one that intentionally promotes good mental health and wellness by fostering a sense of belonging and building resilience to adversity. By working together with community partners and other orders of government to address the social determinants of health and other root causes of mental health, addiction, and social disorder issues, a city can increase its social sustainability, reduce social inequality, and reduce spending on health care, the justice system, and social services due to preventable causes.

Financial Capacity

Current and Future Operating Budget:

C2018-0956 earmarked \$25 million from the Fiscal Stability Reserve over the next five years 2019 – 2023: \$10 million to be allocated to a new Mental Health and Addictions Strategy and \$15 million to the Community Services Prevention Investment Framework.

Current and Future Capital Budget:

There are no current or future capital budget implications to this report.

Risk Assessment

The urgency of mental health and addiction issues in the community presents a risk for the delivery of a high-quality, sustainable Community Mental Health and Addiction strategy if insufficient time is allocated to the development of collaborative solutions. The impact of this risk is medium, as even partial achievement and sustainability of desired outcomes may be acceptable to the community. The likelihood of this risk occurring is low, since the project has been resourced appropriately to meet the timeline of strategy delivery in Q4 2019, and community stakeholders have indicated that they are prepared to work with The City to identify issues and develop strategic, collaborative responses. This risk can be managed through the continued dedication of allocated resources to this important issue, and the maintenance of communication and connection with key community stakeholders.

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The responsibility for promotion, prevention, and treatment related to mental health and addiction is shared among the federal and provincial governments, the municipality, the non-profit and private sectors, and the community. The development of a Community Mental Health and Addictions Strategy may present a risk of The City assuming operational and financial responsibilities that are outside of a municipal mandate. However, pursuant to s 3(b) and (c) of the Municipal Government Act, it is within the role of the municipality “(b) to provide services, facilities or other things that, in the opinion of council, are necessary or desirable for all or part of the municipality, and (c) to develop and maintain safe and viable communities”. The likelihood of municipal resources being dedicated to projects outside of the municipality’s mandate is unknown, as the strategy has not yet been developed, and it is not known what the proposed collaborative actions might be. However, this risk can be mitigated through the development of a governance framework with clear roles and responsibilities, and agreement among stakeholders to a process in which organizational mandates are understood and respected even as cross-sector issues and innovative collaborative solutions are being considered.

REASON(S) FOR RECOMMENDATION(S):

Administration is prepared to deliver a completed Community Mental Health and Addiction Strategy in 2019 based on the direction of the Community Action on Mental Health and Addiction Notice of Motion C2018-0956 and further direction through this Strategic Council Meeting.

ATTACHMENT(S)

1. Attachment 1 – Questions for Facilitated Discussion (Confidential)
2. Attachment 2 – Mental Health and Addiction: Federal, Provincial and Municipal Strategies
3. Attachment 3 – Mental Health and Addiction: Current Collaboratives in Calgary

Mental Health and Addiction: Federal, Provincial and Municipal Strategies

Federal and provincial strategies

Organization	Strategy	Description
Government of Canada	Canadian Drugs and Substances Strategy (2018)	<p>National drug strategy that aims to:</p> <ul style="list-style-type: none"> • Protect the health and safety of all Canadians by minimizing harms from substance use for individuals, families and communities • Action plan for prevention, treatment / rehabilitation, harm reduction, and enforcement • Utilize a strong evidence base to identify trends, monitor impacts, target interventions and support evidence-based decisions • Fund programs to support activities under the strategy • Specific actions to address Canada’s opioid crisis
Mental Health Commission of Canada	<p>Advancing the Mental Health Strategy for Canada: A Framework for Action (2017-2022)</p> <p>Mental Health Strategy for Canada (2012)</p>	<p>Strategic directions of the national mental health strategy include:</p> <ul style="list-style-type: none"> • Promote mental health across the lifespan in homes, schools, and workplaces, and prevent mental illness and suicide • Foster recovery and well-being for people of all ages living with mental health problems and illnesses, and uphold their rights • Provide access to the right combination of services, treatments and supports • Reduce disparities in risk factors and access to mental health services, and strengthen the response to the needs of diverse communities and Northerners • Work with Indigenous communities to address their distinct mental health needs, acknowledging their unique circumstances, rights, and cultures • Mobilize leadership, improve knowledge, and foster collaboration at all levels • Create benchmarks and ongoing evaluation of system performance, and translate evidence-based mental health knowledge into policy and practice
Government of Alberta	Valuing Mental Health: Next Steps (2017)	<p>Provincial mental health & addictions strategy aims to:</p> <ul style="list-style-type: none"> • Improve access to services and provide long term supported care throughout the path to recovery

	<p>Valuing Mental Health: Report of the Mental Health Review Committee (2015)</p>	<ul style="list-style-type: none"> • Better integration of governance, funding, and policy across services and sectors to support more seamless access to, and transition between services • Focus on prevention and early intervention • Public education to increase understanding and awareness of addiction and mental health issues <p>Over the next three years (2017-2020), the Government of Alberta will work with partners to integrate and coordinate addiction and mental health services. Initial efforts will target four populations requiring immediate attention: children, youth and families; people with multiple and complex needs; individuals requiring addiction services; and Indigenous people and communities.</p>
	<p>Creating Connections: Alberta's Addiction and Mental Health Strategy (2011)</p>	<p>Goals of the strategy:</p> <ul style="list-style-type: none"> • Reduce the prevalence of addiction, mental health problems and mental illness in Alberta through health promotion and prevention activities • To provide quality assessment, treatment and support services to Albertans when they need them <p>Actions identified in five key areas:</p> <ul style="list-style-type: none"> • Building health and resilient communities • Fostering the development of healthy children, youth and families • Enhancing community-based services, capacity and supports • Addressing complex needs, and • Enhancing assurance in the Alberta mental health care system <p>Promotes an integrated addiction and mental health service model based on a five-tier model: The model is a continuum that ranges from health promotion and early intervention to rehabilitation and long-term, specialized treatment.</p>

Municipal Strategies

Municipality	Strategy	Description
Edmonton, AB	<p>Urban Isolation & Mental Health initiative</p> <p>Living Hope: A Community Plan to Prevent Suicide in Edmonton 2018-2021</p> <p>Edmonton Suicide Prevention Strategy 2016 - 2021</p>	<p>The City of Edmonton's initiative on Urban Isolation and Mental Health works to positively affect mental health and wellbeing by connecting residents within their communities.</p> <ul style="list-style-type: none"> As part of the Urban Isolation and Mental Health Initiative, the Suicide Prevention Strategy includes three goals and 14 outcomes that call for greater awareness, improved accessibility to services and a commitment to address the needs of higher risk populations. The strategy also outlines 35 recommended actions intended to enhance the community's ability to offer the protective factors that decrease the risk of suicide.
Vancouver, BC	<p>Mayor's Task Force on Mental Health and Addictions (2014)</p> <p>Healthy City Strategy – Four-Year Action Plan 2015-2018</p>	<p>Embedded within the Healthy City Strategy, the Mayor's Task Force on Mental Health & Addictions identified 23 priority actions to address 6 key gaps in mental health and addictions response systems</p> <ul style="list-style-type: none"> Goal is to optimize an effective mental health and addiction service system through integration, peer supports, specialized addiction practices, consumer choice and involvement, and special attention to youth, Aboriginal and gender inclusion.
London, ON	<p>Community Mental Health and Addiction Strategy for London (2017)</p>	<p>As part of its 2015-2019 Strategic Plan, the City of London developed a Community Mental Health and Addictions Strategy, with the following strategic directions:</p> <ul style="list-style-type: none"> Expand the effectiveness of system communication across London Enhance access to health by reducing barriers and integrating across the continuum of service Build effective and productive relationships to meet the needs of local residents Develop awareness of local resources and trends among the public and broad system partners Build capacity for a local system that delivers the best outcomes and experiences for residents
Brantford, ON	<p>Mental Health Strategic Framework (2015)</p> <p>Brantford – Brant Community Drug Strategy (2017)</p>	<p>The strategic framework provides blueprint for augmentation or enhancement of mental health services, with the aim to bolster current systems, agencies and individuals working in the system.</p> <p>The Drugs Strategy outlines recommendations to:</p> <ul style="list-style-type: none"> Delay or prevent substance use Keep individuals safe and healthy while respecting their unique choices

		<ul style="list-style-type: none"> • Ensure individuals have access to timely, adequate services and are treated with dignity and respect • Reframe addiction from a criminal justice issue to a public health issue
Toronto, ON	Toronto Drug Strategy (2005)	<ul style="list-style-type: none"> • Provides a comprehensive approach to alcohol and other drug issues in Toronto based on the integrated components of prevention, harm reduction, treatment and enforcement • Includes the Toronto Overdose Action Plan: Prevention & Response (2017)
New York, NY	<p>ThriveNYC: Year Two Update (2018)</p> <p>ThriveNYC: A Roadmap for Mental Health for All (2015)</p>	<p>Aims to change the way the City of New York approaches mental health and substance misuse, with significant new resources and an evidence-based approach informed by experts to achieve the following:</p> <ul style="list-style-type: none"> • Change the Culture: Mental health first aid training and public awareness campaign • Act Early: Invest in prevention and early intervention • Close Treatment Gaps: Provide equal access to care that works, where and when it is needed • Partner with Communities: Collaborate with local communities to create effective and culturally competent solutions • Strengthen Government’s Ability to Lead: Affirm City government’s responsibility to coordinate an unprecedented effort to support the mental health of all citizens

Mental Health and Addiction: Current Collaboratives in Calgary

Non-profit organizations, private sector organizations, and Alberta Health Services provide the majority of programs and services related to mental health and addictions in Calgary. Further information about programs and services available, as well as issues and gaps in service provision will be explored through a public engagement process in Q1 2019. The following two collaborative groups are working towards greater system coordination for mental health and addiction programs and services.

Collaborative for Health and Home (CHH)

Established in 2015, the CHH is a group of 26 government and community organizations working collaboratively to address the complex health and housing needs of people experiencing homelessness in Calgary. The areas of focus for the group are better access to health services, availability of mobile outreach, multidisciplinary collaboration, and increased continuity of care. They take action within five working groups:

- Harm reduction
- Health services
- Indigenous response
- Women and children
- Data coordination

Calgary Council for Addiction and Mental Health (CCAMH)

CCAMH was established in 2016 as a collaborative model for addressing mental health and addiction issues for Calgarians. It is comprised of over 45 community non-profit organizations, government services and foundations which aim to provide a barrier-free, person-centered approach to Calgarians dealing with these issues. CCAMH is a partner in the implementation of the Valuing Mental Health report recommendations (referenced in Attachment 1). It is currently implementing a collaborative strategic plan through the following working groups:

- Collaboration and Training
- Funding and Advocacy
- Navigation
- Prevention and Education