

Calgary Mental Health and Addiction Community Strategy and Action Plan

RECOMMENDATIONS:

That the Priorities and Finance Committee recommend that Council:

1. Endorse the Calgary Mental Health and Addiction Community Strategy and Action Plan 2021-2023.
2. Approve Attachment 3, *Calgary's Mental Health and Addiction Investment Framework* and authorize Administration to invest the remaining funds for Community Action on Mental Health and Addiction as per the attachment.
3. Direct Administration to convene stakeholders to implement the strategy and action plan over the 2021-2023 period.
4. Conclude the work of the Stewardship Group and thank the members for their contribution.

HIGHLIGHTS

- The Calgary Mental Health and Addiction Community Strategy and Action Plan 2021-2023 has been developed following Council direction and endorsed by the Community Action on Mental Health and Addiction Stewardship Group.
- By endorsing the strategy and action plan, authorising the investment in the framework and directing Administration to continue in the role of convener, Council will contribute to the wellbeing of Calgarians and contribute to addressing rising mental health concerns that have been heightened by the COVID-19 pandemic.
- **What does this mean to Calgarians?** Calgarians will have better access to information and support to understand what mental health and addiction issues are, how to cope with challenges and support others, and how to find further help when it's needed. It means that information, supports, and services will be available to Calgarians where they live, in their schools, workplaces, and communities.
- **Why does this matter?** Mental health and addiction issues affect all Calgarians, either as individuals or as part of one's family, friends, school, workplace, or community. The COVID-19 pandemic and related public health measures have led to increased vulnerability to mental health and substance use issues.
- The Calgary Mental Health and Addiction Community Strategy and Action Plan 2021-2023 (Attachment 2) has been endorsed by the Stewardship Group.
- An investment framework (Attachment 3) outlines how funds earmarked for this initiative will be invested by Administration to achieve the outcomes identified in the strategy: being well, getting help and staying safe.
- The City of Calgary is well positioned and has the support of the community to convene stakeholders to implement the strategy and action plan over the 2021-2023 period.
- The Community Action on Mental Health and Addiction Stewardship Group was initiated and mandated by Council to guide the development of the Calgary Mental Health and Addiction Community Strategy and Action Plan. With this report, the mandate of the Stewardship Group is now completed.
- Previous Council direction included the approval of terms of reference for the community-led Stewardship Group and Community Investment Table, the authorization of Administration to allocate \$1 million towards a fast pilot process and \$8 million to community-based programs over three years, and that Administration report back with a Community Action on Mental Health and Addiction Strategy.

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- Strategic Alignment to Council's Citizen Priorities: A prosperous city
- Background and Previous Council Direction is included as Attachment 1.

DISCUSSION

Strategy

Following Council direction, Administration has convened community stakeholders to develop the Calgary Mental Health and Addiction Community Strategy and Action Plan 2021-2023. The strategy and action plan outline a commitment of community leaders to work together across sectors to improve quality of life for Calgarians in the area of mental health and addiction.

A Stewardship Group of 23 leaders from the health, government, education, research, funding, and corporate sectors provided leadership and guidance to develop the strategy and action plan. The City of Calgary convened stakeholders to develop the strategy and action plan based on community engagement, research, and opportunities to work together across organizations and sectors to better meet the mental health and addiction needs of Calgarians. The strategic framework is foundational to the development of the strategy and action plan. It places the public value of *creating hope and strengthening support for all Calgarians* at the centre of this work, describes how stakeholders will work together collaboratively towards common outcomes, and identifies the three theme areas reflected in the action plan: *being well, getting help, and staying safe*.

The Stewardship Group has endorsed the strategy and action plan, including the implementation model that outlines how stakeholders will work together to achieve the identified outcomes for Calgarians.

Investment framework

Since 2019, Administration has invested \$11 million in programs, services and initiatives that address issues of mental health and addictions in our community. This included \$9 million in community-based programs and services, \$1 million in community safety initiatives and \$1 million in innovative ideas tested through a fast pilot process. With these investments already made, there remains \$14 million from the original earmarked funds that can be invested into the Calgary Mental Health and Addiction Framework to continue to advance the outcomes of the strategy and action plan.

The investment framework (Attachment 3) outlines how the remaining previously earmarked and released Community Action on Mental Health and Addiction funds will be invested to support the strategy outcomes of being well, getting help and staying safe.

The development of the Community Safety Investment Framework in November 2020 took place in parallel with the development of the Calgary Mental Health and Addiction Community Strategy and Action Plan 2021-2023. The City of Calgary, Calgary Police Service, and other stakeholders recognized that both processes sought to improve outcomes of safety and wellbeing for people experiencing crisis related to mental health and/or addiction. For this reason, actions within the Calgary Mental Health and Addiction Community Strategy and Action Plan related to staying safe will be implemented directly through the governance model and funding outlined in the Community Safety Investment Framework.

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The City's Role in Convening

The City has been a necessary partner in convening and facilitating the development of the strategy and action plan. It is recommended that The City maintain this convening role in the first phase of implementation in the first phase of implementation (2021-2023) to ensure the success and sustainability of this local community initiative.

The City can support this community-wide initiative through its roles as convener, provider of community and protective services, planner of healthy communities, and funder of targeted social services. The City also has an opportunity through this strategy, action plan and investment framework to support cross-sector initiatives that help organizations and systems to work more effectively and efficiently together to meet the needs of Calgarians. In a time of limited resources, it is by working together across sectors that resources can be used for maximum benefit in the community.

The role of convener includes planning, coordinating and facilitating stakeholders to come together in cross-sector teams as described in the strategy and action plan. The role also involves supporting collaborative communications and engagement, evaluating collaborative actions, and reporting on progress towards outcomes. Administration can resource this role through the allocation of \$300,000 annually from 2021 to 2023 from the funds previously earmarked for Community Action on Mental Health and Addiction. Without the allocation of these resources from previously earmarked funds, Administration would not be able to effectively implement, monitor and evaluate the impact of the strategy.

Stewardship Group and transition to implementation

The Stewardship Group's mandate has been fulfilled with the development and community endorsement of the community strategy and action plan. Stewardship Group members have expressed strong commitments to continue to be involved through the implementation of the strategy and action plan. Following approval of this report's recommendations, Administration will convene key community stakeholders to lead actions through Implementation Teams. Administration will also begin to allocate funds according to the attached investment framework to support the implementation of the Calgary Mental Health and Addiction Community Strategy and Action Plan 2021-2023.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- Public Engagement was undertaken
- Public Communication or Engagement was not required
- Public/Stakeholders were informed
- Stakeholder or customer dialogue/relations were undertaken

IMPLICATIONS

Social

Mental health and addiction issues result in social costs for individuals, families, and communities. The City's role as a convener of the strategy and action plan in 2021-2023 will support local organizations and systems, including City of Calgary services, to work together to

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prevent and respond to mental health and addiction issues. Timely access to approved funds allows Administration, other orders of government and community stakeholders to continue to work together to respond to the needs of Calgarians through programs, services, and systems change initiatives.

Environmental

Not applicable

Economic

Mental health and addiction issues result in economic costs for individuals, families, and communities. Efficient access to funds that invest in prevention programs with a mental health and addiction lens can reduce costs associated with social disorder issues and spending on touch points to the justice system and related social services. In addition, investments that increase Calgarians' wellbeing and resiliency will contribute to a healthy workforce that is required to relaunch and rebuild the economy.

Service and Financial Implications

No anticipated financial impact

Funds were previously earmarked through the Fiscal Stability Reserve in 2018. Approving Administration to expend the remaining funds in alignment with the attached Calgary's Mental Health and Addiction Investment Framework supports Council's priority of a well-run city.

RISK

There is a risk that the Calgary Mental Health and Addiction Community Strategy and Action Plan may not be sustainable through the 2021-2023 period without the convening role of The City. With the allocation of resources as described in this report, The City of Calgary is well-positioned to continue to convene community stakeholders to implement the strategy and action plan in the 2021-2023 period as it has through its development phase. Community stakeholders have also demonstrated commitment to the implementation of the strategy and action plan.

There is a social impact risk to The City if it is not involved in the implementation of this strategy and action plan. The compounding economic and social impacts of COVID-19 are being differentially experienced by Calgarians, with some communities significantly more affected than others. The effects of the pandemic have also compounded challenges faced by people experiencing vulnerabilities. Fundamental to a Calgary where everyone has an opportunity to thrive, is supporting the those experiencing the greatest levels of vulnerability. The City has a key role in supporting this mental health and addictions work moving forward following the principles of equity and social wellbeing. Through The City's roles as convener, funder, and partner in this strategy and action plan, we can help to address these impacts to equity and social wellbeing.

ATTACHMENTS

1. Previous Council Direction
2. Calgary Mental Health and Addiction Community Strategy and Action Plan 2021-2023
3. Calgary's Mental Health and Addiction Investment Framework

**Community Services Report to
Priorities and Finance Committee**

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Department Circulation

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