

**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