



**To:** Community Safety Committee  
**From:** Shawn Issel  
Manager, Community Safety Planning  
**Date:** August 19, 2003  
**File:** 5000-01  
**Re:** Richmond Substance Abuse Task Force Work Plan

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**Staff Recommendation**

1. That the Terms of Reference for the Richmond Substance Abuse Task Force be approved, and
2. That \$81K in program funding for implementing the Richmond Substance Abuse Strategy as outlined in the report Richmond Substance Abuse Task Force Work Plan from the Manager, Community Safety Planning, dated August 19, 2003 be approved, and
3. That the funding come from the casino revenues set aside by Council as part of the Mayor's Task Force on Drugs and Crime.

Shawn Issel  
Manager, Community Safety Planning  
(4184)

Att. 1 (REDMS #1028473)

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<b>CONCURRENCE OF GENERAL MANAGER</b>

## Staff Report

### Origin

The Richmond Substance Abuse Strategy was approved at the July 28, 2003 Council meeting. In the strategy under **Goal #4 – Interagency Cooperation, Recommendation #2** the RSATF recommends that the Terms of Reference for the Task Force be amended to ensure ongoing support for the strategy, and that a City staff resource be dedicated part time to the coordination of the Richmond Substance Abuse Strategy. Council referred the issue of a dedicated staff resource and the finalized Terms of Reference for the Richmond Substance Abuse Task Force to the September meeting of the Community Safety Committee.

This report presents the revised Terms of Reference for the RSATF (Richmond Substance Abuse Task Force) and how the need for a dedicated resource to support the implementation of the Richmond Substance Abuse Strategy could be addressed.

### Background

The Richmond Substance Abuse Strategy is the culmination of a year's work by the Richmond Substance Abuse Task Force, which included:

- producing a needs assessment of current trends in drug use and drug related activity in Richmond, the ability of existing agencies to address these problems, and the need for additional services
- holding focus group sessions to gauge the level of understanding and acceptance by the community on substance abuse issues
- RSATF meetings and workshops to develop the strategy
- undertaking a consultation process with stakeholder agencies and the community to gather feedback on the draft strategy

Their work builds on the work of the previous Mayor's Task Force on Drugs and Crime.

During the development of the substance abuse strategy a staff working group was responsible for liaising with the RSATF, and support staff were used to schedule meetings, prepare agendas and take minutes. The overall staff time commitment required was approximately 20 hours per month - 12 hours for the staff working group and 8 hours for support staff.

### Problem/Opportunity

The RSATF is planning to have the strategy substantially implemented by April, 2005. However, there are two issues which need to be addressed.

1. The mandate of the RSATF has been, up until now, to develop a Richmond specific substance abuse strategy. In order for the strategy to be implemented the Terms of Reference for the task force need to be revised.
2. The RSATF is an advisory group, whose role is to provide direction and expert advice in the implementation of the strategy. They need funding for additional resources to carry out the tasks associated with implementation.

## Analysis

### Revised Terms of Reference

Based on the input from the stakeholder and community consultation the revised Terms of Reference (*Attachment 1*) propose to increase the membership to include representation from the Richmond Chamber of Commerce, Richmond District Parents Association, the Richmond Intercultural Advisory Committee and SUCCESS. Additionally, the objectives were revised to reflect strategy implementation.

### Funding Request

The RSATF is proposing to assign small sub-committees to each of the five goals in the strategy. Their priorities are to begin work in the following areas before the end of the year:

- having the revised Terms of Reference approved by Council and the task force reconstituted with additional members.
- proceeding with the Richmond Drug Prevention and Treatment Coalition
- launching the awareness campaign
- working with the City and other agencies regarding youth services
- working with the School District regarding substance abuse in or near schools and to expand education programs targeting substance use
- beginning the development of a single web-based information source on programs and services related to the substance abuse
- developing an outcomes measurement tool based on the indicators in the strategy and compiling the data as it is collected

Staff have identified the following tasks associated with the RSATF's priorities and the overall implementation:

- recruit and provide orientation for new RSATF members
- launch and provide support to the Richmond Drug Prevention and Treatment Coalition
- develop and implement the awareness campaign
- overseeing the development of an outcomes measurement tool based on the indicators and compile the data as it is collected
- investigating the development of the web-based information source
- develop a work plan which identifies specific tasks and timelines
- oversee the program budget
- writing correspondence, reports, briefing papers, program updates and the concluding report to Council
- coordinate and provide support to the RSATF subcommittees
- monitor the implementation of strategy to ensure timeline and outcomes are maintained
- liaise with City support staff in the preparation of RSATF meetings, including agendas, minutes, room scheduling and refreshments

Staff anticipate further tasks will be identified in the 2004 to April 2005 portion of the work plan. It is estimated that the time required to complete these tasks would be approximately 50 hours per month, excluding staff liaison and support staff time.

Staff in consultation with the RSATF estimate the cost to implement the strategy is \$96K. The following table breaks down the costs into the major components:

Public Awareness Campaign	\$30,000
Develop and implement outcomes measurement tool	8,000
Web based single information source	10,000
Administrative support	5,000
Miscellaneous Costs	3,000
Project Management	40,000
<b>Total</b>	<b>\$96,000.00</b>

There are a number of options available to Council to implement the strategy:

1. Approve the full program funding (\$96K). This would include the cost of contracting the project management for the tasks staff identified (50hrs/month x 18 months). The staff that are currently involved in the strategy would continue to be responsible for specific tasks but would no longer provide project management.
2. Approve a six month portion of the program funding (\$52K) and assess the program’s progress in April, 2004, before approving the remainder of the funding (\$44K). The six month portion would include the full cost of the awareness campaign. The staff that are currently involved in the strategy would continue to be responsible for specific tasks but would no longer provide project management.
1. Have the Staff Working Group continue to work with the RSATF, and approve the funding for the awareness campaign, the outcomes measurement, web based information source and administrative/miscellaneous costs (\$56K)
2. Do not approve funding for the program

There are three criteria Council may wish to consider in determining the request for funding:

1. The Needs Assessment demonstrated Richmond has substance abuse issues and there are gaps in the continuum of services and programs. A basic premise of the strategy is to promote interagency cooperation in order to get the most out of existing services and programs, and to develop an interagency body that can effectively influence other levels of government. If the strategy is not implemented substance abuse issues will grow and gaps in service will continue to exist.
2. Council identified a comprehensive drug strategy in their “Council Priorities 2003-2005” for Community Safety. Although the City is not a direct service provider, it has provided leadership and coordination in developing the strategy. If the strategy is not implemented the perception may be created that a comprehensive drug strategy is no longer a priority.
3. Continued support from stakeholder agencies. A considerable amount of time and effort has been spent in developing the strategy. This is the second task force asked to work on substance abuse issues. The previous Mayor’s Task Force on Drugs and Crime developed a

one year work plan that was not implemented. If this strategy is not implemented the stakeholder agencies represented by the RSATF may question the City’s commitment.

The following table demonstrates how each of the four options meets the decision criteria.

	<b>Council’s Priority Met</b>	<b>Substance Abuse Issues Addressed</b>	<b>Ongoing Support from Stakeholder Agencies</b>
1. Full Program Funding	Yes	Yes	Yes
2. Six Month’s Funding	Partially	Partially	?
3. Awareness Campaign/ Staff Working Group	Partially	?	?
4. No Funding	No	No	No

Option 1 – All the criteria are met.

Option 2 – If the remainder of the funding was not approved two of the criteria would be partially met, but it is difficult to determine whether the stakeholder agencies would continue to support the strategy. If the remainder of the funding were approved then all criteria would be met.

Option 3 – Project management would fall to the Staff Working Group. Currently the total time spent by the Staff Working Group is 12 hours a month. Their staff time would have to be increased substantially or the strategy implementation would be delayed well past April, 2005. This may be perceived by the RSATF as a lack of support for the program.

Option 4 – none of the criteria are met.

**Impacts**

*Financial – Capital and Operating*

The following table outlines the original amount of funding set aside by Council as a result of the previous Mayor’s Task Force on Drugs and Crime. The amount currently in the account and the amount that would remain if the program funding were approved.

In Apr 23, 2001 Council approved	\$230,000
Substance Abuse Strategy Development	-42,000
Funding transferred by Finance Select Committee – April 24, 2003	-38,000
<b>Casino Funding Current Balance</b>	<b>\$150,000</b>
Richmond Substance Abuse Program Funding request	-96,000
<b>Surplus Casino Funding</b>	<b>\$54,000</b>

*Community and Social*

The focus group research and the community consultation feedback indicate the community believes Richmond has substance abuse issues and are receptive to implementing a comprehensive substance abuse strategy.

**Conclusion**

A great deal of time and effort has been spent in developing the Richmond Substance Abuse Strategy. It is a comprehensive strategy which if implemented would meet Council's priority, and would provide a structure for the different agencies in Richmond to work together towards the combating substance abuse issues.

**Implementation**

If the program funding is approved an RFP for the project management will be held. The RSATF will work with staff to recruit additional members to the RSATF and work will begin on the Awareness Campaign.



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# TERMS OF REFERENCE

## RICHMOND SUBSTANCE ABUSE TASK FORCE

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### Purpose

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The purpose of the RSATF (Richmond Substance Abuse Task Force) is to provide Council with recommendations regarding the development and implementation of the Richmond Substance Abuse Strategy based on the expertise of their respective areas.

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### Principles

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The Richmond Substance Abuse Strategy will be tailored to meet Richmond's needs.

The RSATF will use a comprehensive approach in their review of the Richmond Substance Abuse Strategy – keeping in mind interagency cooperation, as well as the four pillars of education and prevention, treatment, harm reduction, and enforcement.

The RSATF will use the framework from the FCM Municipal Drug Strategy as a reference in developing the Richmond Substance Abuse Strategy.

For purpose of this strategy, the RSATF will define substance abuse as illicit drug use.

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### Membership

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Members will initially be canvassed from the following areas, however provision will be made to include other stakeholder groups as deemed necessary:

- Policy Planning, City of Richmond
- RADAT
- RCMP (2)
- RCSAC (1 or 2 )
- Richmond Chamber of Commerce
- Richmond District Parents Association
- Richmond Health Services
- Richmond Intercultural Advisory Committee
- Richmond School District
- SUCCESS
- Turning Point Recovery Society
- Youth representative (2)

The term of the Task Force appointment will be for the duration of the implementation of the Richmond Community Substance Abuse Strategy which, is expected to be completed by April, 2005.

A member of Council will be appointed as Council Liaison. A staff member from the Community Safety Division will be appointed to act as a liaison for the RSATF.

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**Objectives**

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The Task Force will:

1. Develop a work plan for the Richmond Substance Abuse Strategy.
2. Work with key stakeholders to implement the Richmond Substance Abuse Strategy.
3. Expert advice to Council on issues related to substance abuse, including options and recommendations for priority actions.
4. Provide support to the Richmond Drug Prevention and Treatment Coalition.
5. Advocacy for the Richmond Substance Abuse Strategy to the community and stakeholder agencies.

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**Procedures**

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The RSATF will receive administrative staff support services from the Community Safety Division, for the preparation of agendas and minutes.

The RSATF will report to Council through the staff liaison to the Community Safety Committee and then to Council.

Any communications from the RSATF will be coordinated through the staff liaison.

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**Meetings**

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The Task Force will elect a chair.

Meetings will be at the call of the Chair. It is expected that regular monthly meetings will be established.

The Task Force will provide biannual reports to the Community Safety Committee regarding the status of the work plan.

The Task Force will provide a concluding report regarding the work and processes of the Task Force, which will be submitted to the Community Safety Committee.