

Ottawa Guiding Council for a Mental Health and Addictions Strategy

Terms of Reference

Approved
January 14th, 2022

Introduction

The Terms of Reference are intended to provide clarity on the roles and responsibilities that the Guiding Council members are assuming to support the development of Mental Health and Addictions Strategy in Ottawa with the first focus being on a 24/7 crisis response.

The Guiding Council is committed to ongoing learning and development throughout this process. While these Terms of Reference (ToR) have been approved as “final,” the ToR will continue to evolve and develop based on the work of the Guiding Council.

Background

2021 provided an opportunity for the City of Ottawa to examine our responses to community members experiencing a mental health or substance use crisis. The starting point of our work was the convergence of a number of situations that magnified some of the weaknesses in our current Mental Health and Addictions systems and recognized the need to place a diversity, race and inclusion lens on all of our mental health and addictions systems. The key events included:

- Recent OPS interventions in incidents involving community members, particularly Indigenous and Black members with mental health issues, that resulted in injury or their deaths.
- Consistent chronic underfunding of mental health and addictions services and programs.
- A disproportionate and inappropriate reliance on police services to respond to the mental health and substance use crises.
- Chronic gaps in appropriate programs, services and response strategies for Indigenous, Black and racialized community members.
- The mobilization of the Black Lives Matter movement internationally that focused attention on the relationship between police and racialized communities, and locally the work of Justice for Abdi Coalition.
- A universal recognition that we can do better.

In response to the identified need for dedicated focus and support on Mental Health, the Ottawa Police Service worked with a number of networks that represent some community agencies and organizations to establish the Guiding Council. The Council will examine alternate models of community safety response to mental health and

substance use crises, with particular focus on models that do not engage the police. Community concerns about having a process, perceived to be led by the police, prompted City Council to search for a better and more integrated process.

Concurrent with the efforts of the Guiding Council, the City of Ottawa has been developing a Community Safety and Well-Being plan (CSWB) in response to the *Safer Ontario Act, 2018*, which mandated its development in all municipalities in Ontario. A CSWB Plan is a community impact, long-term tool to address key social priorities, root causes of crime, social disorder and ill-health, through identification of shared goals and multi-sectoral partnerships. One of the priorities identified through the consultation process for the CSWB was Mental Well Being.

Both the issues and the potential solutions addressing mental health, substance use and addiction issues in our community are supported by many different service providers, community groups and public institutions. Any work and solutions must be managed collaboratively with all stakeholders in a coordinated way to ensure there is a continuum of care and that services are complementary in order to meet the needs of the people experiencing mental health and addiction Issues in Ottawa. It is imperative that all viewpoints from diverse communities and constituencies are incorporated in various solutions under consideration, including people who have direct lived experience with mental health and addictions.

Mandate

The mandate of the Guiding Council is to establish a strategy to support an enhanced or new Mental Health and Addiction crisis response system that will improve the outcomes for those experiencing crises related to mental health and substance use in the City of Ottawa. This will be achieved through:

- Relationship building and engagement with key stakeholders
- Coordination and strategy development
- Specific actions – e.g. pilot projects.

Overview of the Work

The focus of these Terms of Reference and the initial Guiding Council workplan will be on the first priority: to examine and develop community safety responses in crisis situations, with a particular focus on non-police solutions. Subsequent years will focus on other priorities identified in the CSWB.

All of the work done by the Guiding Council will be based on the application of an anti-racism, anti-colonial analysis.

Coordination and Integration are fundamental principles of Ottawa's Mental Health and Addictions Strategy. This will be achieved at all levels of the initiative structure

through the multi-disciplinary participation on the Guiding Council, the Working groups and ongoing engagement of communities. Together, they will analyze current service provision for diverse communities, associated integration points, and subsequent gaps. Through consultation and engagement, the working group will develop priorities and recommendations that will be submitted to the Guiding Council for consideration.

Based on feedback, analysis, reflection, and recommended solutions, the Guiding Council's workplan will be in continuous renewal. The outcomes for the workplan, for year one, are listed in Appendix B.

This Community of partners in the Guiding Council have agreed to support the work around the Mental Health pillar priority as identified in the Community Safety and Well Being plan. The CSWB plan, through consultation with the community, identified the following priorities within the Mental health pillar.

1. Non-police solutions to community safety response (crisis intervention)
2. Increased awareness of available programs and services
3. Support through all stages of mental health crisis
4. More counselling and harm reduction supports
5. Better social supports and supports around personal safety
6. More support in the area of addictions

Approach

The Mental Health and Addictions Strategy will be based on a number of intersecting approaches including:

- A systems approach with multiple responses
- While the crisis may be the focus point, what is before and after the crisis will be considered.
- Culturally appropriate approaches
- Trauma informed approaches that include the impact of historical, intergenerational and race-based traumas
- Use of an anti-racism and anti-colonial analysis and lens.
- Community development and community-based responses including peer-based responses.
- Typology based on timing and risk that recognizes the different types of mental health crises - immediate (danger to community or self, urgent and planned (e.g. wellness checks)

Membership

The membership of the Guiding Council is made up of representation from Ottawa based community, health and service networks working to respond to mental health crises; and public institutions that have mandated responsibilities to respond to mental

health and substance use crises. The current membership of the Guiding Council is listed in Appendix A.

Each member of the Guiding Council can have up to three representatives assigned to the Guiding Council, however only two representatives (does not matter which of the three) from each member organization can attend the meetings of the Guiding Council.

Timeline

These initial terms of reference will govern the first year of the Guiding Council's term (starting December 2021) as it focuses on the first priority listed above. The Council will reevaluate the plan, membership and terms of reference at the end of the first year as it begins the next priority to determine effectiveness and required changes to governance and work moving forward.

Reporting

The Guiding Council has multiple reporting responsibilities:

- a) To the broad community through the networks the Council members represent and through targeted communication processes to be developed in the Communications Strategy.
- b) To the City's Community and Protective Services Committee and Council, through the CSWB governance structure.
- c) To the Ottawa Police Services Board.

Roles and Responsibilities

The Guiding Council will:

- Design the framework and support the organization of the engagement and consultation process, ensuring the holders of knowledge around this issue are included
- Be aware and coordinate with other City-wide Mental Health and Addictions strategies and initiatives.
- Provide direction and leadership throughout the project
- Guiding Council members will offer their best advice and strategic thinking in the development of the Strategy and the processes to establish the Strategy. ○ Committee members will respectfully recognize the contributions and participation of other Guiding Council members.
- Support activities of the working groups by providing data, information and expertise as required.
- Build relationships and engage community leaders in support of a Mental

- Health and Addictions Strategy
- Understanding, knowledge, experience and awareness around diverse racialized communities in Ottawa
- Communicate with the networks they represent
- Mobilize the members of the networks they represent in support of a Mental Health and Addictions Strategy
- It is the responsibility of all Guiding Council members to ensure all of the work carried out for the project is grounded in the Approach that is described in the Terms of Reference
- Be accountable to report through the Community Safety and Well Being plan governance structure to City Committee and Council on progress and to the broader community, through community-based mechanisms

Secretariat will:

The Secretariat will be made up of a number of staff positions (Council Secretariat Lead, Communication resource, City staff support positions) that will support the Guiding Council and the overall work of the Strategy.

- Be knowledgeable in the field of mental health, substance use health, anti-racism/anti-oppression/decolonization and program delivery.
- Knowledge and experience around diverse, Indigenous, racialized and marginalized communities in Ottawa.
- Establish working relationships with key stakeholders to support their engagement in the process. These relationships must be reflective of Ottawa's diverse communities and those with lived and living experiences.
- Complete an environmental scan
- Support the consultation processes in the community with time and/or money for contracts.
- Work with the Ottawa's diverse, racialized and marginalized communities to try to ensure all voices are heard within a respectful process.
- Establish working groups, as required, to support aspects of the work, while ensuring they are reflective of the diversity in Ottawa
- With the Guiding Council, support the development of recommendations and actions based on consultation feedback
- Submit the draft documents and reports to the Guiding Council for their deliberations and approval.
- Provide communications, using multiple approaches, to ensure a broad cross section of Ottawa networks and stakeholders are informed.
- Keep Guiding Council members informed
- Mobilize the community in support of a Mental Health and Addictions Strategy
- Develop and manage a communication plan to ensure regular information is provided to the community

- Facilitate the Guiding Council meetings to ensure direction and feedback is received on the work.

Administrative Lead

A member organization approved by the Guiding Council will be responsible for the financial management of the resources provided to the Guiding Council including for the Secretariat Director, contract staff and engagement costs.

Co-Chairs

The Guiding Council will identify two people from the Council who will act as Co-Chairs. These responsibilities can rotate after a 6-month period. The Co-Chairs are responsible for:

- Meeting with the Council Secretariat Lead to prepare the agenda.
- Speak, on behalf of the Guiding Council for reporting and public communication.
- On behalf of the Guiding Council, and based on the Council's workplan, provide supervision support for the Secretariat Lead.
- Be available to Guiding Council members to resolve conflictual situations and support their full engagement.

Frequency of Meetings

The Guiding Council will meet once a month. The Working groups will meet as required.

Quorum

Quorum will be 2/3rd membership attendance

Decision Making

The Guiding Council will use consensus for most decisions. In the situations where the decision is time sensitive and a consensus cannot be reached, the Guiding Council will go to majority vote. The consensus model being used is in Appendix B.

Each network and institution, regardless of the number of representatives on the Guiding Council, has one vote. Before a vote, the representatives from the specific Networks and Institutions will have the opportunity to meet with their colleagues to decide on how they will vote as a member of the Guiding Council.

Code of Conduct

The Guiding Council follows the Four Agreements as it's code of conduct.



Membership List

Guiding Council members:

The Champlain Mental Health & Addictions Network
Kids Come First – Mental Health & Addictions
The Community Development Framework Coalition
The Ottawa Black Mental Health Coalition
The Ottawa Local Immigration Partnership – Health and Well-being Sector Table
Community Health and Resource Centres
Ottawa Police Service
City of Ottawa
Ottawa Public Health
Tier 1 Hospital Network
Ottawa Paramedic Service

Outcomes for the Guiding Council

Year 1 Work

Priority 1

Appropriate 24 -7 responses to mental health and substance use crises.

The focus of year 1 work is on short term outcomes however these outcomes are connected to the mid- and long-term goals that this work is intended to work towards:

Anticipated Outcomes

Short term

- Increase the range of responses to mental health and addiction crises, including community service and public service responses, resulting in a decrease in the response by police
- Provide clarity to the roles and responsibilities of Ottawa police within the new models of response to crisis intervention in the community
- Working with Ottawa communities, identify training, education and skills required by the Ottawa Police Service to better respond to mental health and addiction crises, in a respectful and safe manner and when the crisis is linked to criminal activity and as required.

Mid term

- Increased access to appropriate responses by diverse communities in Ottawa.
- Enhanced and ongoing training for police in their response to people with mental health issues when criminal activity is present.
- Pilot programs and services that have emerged out of the research and that respond to the specific needs of the community.

Long term

- Increased mental wellness for all citizens in the City of Ottawa.
- People in Ottawa better understand the members of community who experience mental health crises and contribute to community based, protective ways to care for one another
- A system of services and community supports is established in Ottawa where there is an appropriate response for the person experiencing a mental health crisis. "The right people, at the right time and with the right supports."

Consensus Model

This model provides people with the opportunity to go beyond being for and against something but have a number of other options to better situate themselves on a scale that lets them express their individual opinion more clearly. This model is usually used within a round, where each person in the meeting is given the opportunity to state where they are according to the following six levels.

- 1) Fully support.
 - 2) Support with reservations.
 - 3) Acceptable
 - 4) Will not block it, can live with it.
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- 5) Need more information or more discussion.
 - 6) No; cannot accept it.

If everyone is at level #4 or above, consensus has been reached.

If someone is at level 2, 3 or 4, they have the option of explaining their reservations. These can be addressed by the meeting, if the group wishes to. This is not absolutely necessary for achieving consensus if everyone is already at 4 or higher, but it usually improves the recommendation or suggestion being discussed.

If someone is at level 5, they have the obligation to explain what information or discussion they require from the group. If someone is at level 6, it is important for them to try to offer a solution that can accommodate their needs and the needs of the rest of the group.

In addressing someone's reservations, it is important to

- a) ask everyone for possible solutions (the person expressing the concern and the rest of the group both have a responsibility to find solutions), and
- b) ask people to suggest improvements or alternatives that meet the objectives of the entire group.

(This model was adapted from the BC Labour Force Development Board)

City Addendum to the Terms of Reference

Addendum to Terms of Reference – Mandate Expansion

Approved March 4th, 2022

Introduction

The addendum to the Guiding Council's Terms of Reference (the "TOR") is intended to provide clarity on the roles and responsibilities of the Guiding Council as it relates to the City of Ottawa's Community Safety and Well-Being Plan (the "Plan") and consultation on the alternative call referral program.

The Guiding Council shall continue to provide updates to the Ottawa Police Services Board ("OPSB") related to crisis response recommendations that fall within the OPSB's terms of reference, as originally intended. (e.g. Police Officer Training).

This addendum is to be read in conjunction with the TOR, and follows the same order. In the event of a conflict, the addendum shall prevail as it relates to the expanded mandate described herein.

Background

The Guiding Council was first established as a result of the Ottawa Police Services Board's approval of the "Consultation Approach for Mental Health Response Strategy" on January 25, 2021. The Strategy outlined the development of the arm's length Guiding Council. (**See Appendix A**)

On May 26, 2021, Ottawa City Council approved a motion (Motion 54/4) directing the City Manager to develop a recommended path forward to coordinate the City's future efforts related to mental health with those being led by the Ottawa Police Services Board and ensure no duplication of efforts. To this end, the Guiding Council was approached by the City Manager to expand its mandate to encompass the Mental well-being priority under the Plan. The Guiding Council agreed. (**See Appendix B**)

The Plan was approved by Ottawa City Council on October 27, 2021 and the City's GM CSS has been directed to develop a governance structure, an evaluation and performance measurement framework and a financial strategy for the administration, implementation, evaluation, and funding of the Plan as set out in the report. (**See Appendix C**)

After the plan was approved, the GM CSS was directed, by the Community and Protective Services meeting of November 18, 2021, to specifically work with the Guiding Council to identify immediate service gaps and priority actions to develop a safer alternative for a mental health crisis response. The GM CSS is required to report

back to Council in Q2 2022 with a detailed implementation plan to achieve that outcome, including short-term pilot projects, timelines and objectives. **(See Appendix D)**

At the Council meeting of December 8, 2022, City Council debated the budget and adopted resolutions including:

1. that up to \$550,000 be directed to the CSS Department to work with the Guiding Council on the development of a culturally-appropriate, trauma-informed, enhanced or new mental health and addiction crisis response system, and specifically on the development of an alternative call referral program identifying how and to whom low-risk, low-acuity 911 calls should be re-directed, including a feasibility study, business case, and a monitoring and evaluation plan (which reiterated the direction to staff of November 18, 2021); and
2. that the CSS Department and Guiding Council work with the Ottawa Police Services (OPS) to coordinate the development of an alternative call referral program, which will also include a review of call classification to determine the appropriate response and resource deployment.
3. That CSS Department, in support of the Plan and in consultation with the Guiding Council, allocate funds to community organizations to:
 - a. support racialized youth program solutions across the city that are community-based, culturally appropriate and that assess risks and promote protective factors, such as increasing employment, mentorship and skills development for youth; and
 - b. support community-based, culturally appropriate 24x7 (24 hours a day, seven days a week) mental health prevention, addictions and crisis outreach services across the city; and
 - c. enhance access to culturally safe mental health programs, services, and crisis and social supports for the Indigenous community in Ottawa, and prevent violence against Indigenous women and girls.

This funding is to be allocated as soon as practicable in 2022 for initiatives that can be implemented in 2022 in accordance with the Council-approved Community Funding Framework mandate and process (ACS2019-CSS-GEN-0012). The GM CSS is required to report back on funding allocations by the end of Q1 2022 and include performance indicators for these investments. Performance outcomes are to be reported as part of the Council-approved Community Funding Framework reporting process. **(See Appendix F)**

Based on the above, the Guiding Council plays a key role in the implementation of the Plan, as it relates to the mental well-being priority initially with the development of an enhanced, new or alternative crisis response system/call referral program.

This addendum to the TOR confirms the Guiding Council's roles and responsibilities under the expanded mandate, including liaising with the City's GM CSS to recommend key strategies to implement the mental well-being priority of the Plan and with both the GM CSS and OPS on the development of the alternative crisis responses system/call referral program.

Mandate Expansion

The mandate of the Guiding Council is to establish a strategy to support an enhanced or new Mental Health and Addiction crisis response system that will improve the outcomes for those experiencing crises related to mental health and substance use in the City of Ottawa. This will be achieved through:

- Relationship building and engagement with key stakeholders
- Coordination and strategy development
- Specific actions – e.g. pilot projects.

The Guiding Council will work with the GM CSS and OPS to identify immediate service gaps and priority actions to develop a safer alternative for a mental health crisis response such that the GM CSS can report back to Council in Q2 2022 with a detailed implementation plan to achieve that outcome, including short-term pilot projects, timelines and objectives.

The Strategy, as it relates to the implementation of the Plan, will be recommended to the GM CSS, who in turn reports to City Council. The GM will also be looking for recommendations, as part of the required consultation, on the allocation of funding to community organizations, as described in the December 8 - Motion #2. The Guiding Council's recommendations will be noted in the consultation portion of the report.

City-approved strategies and funding allocations shall be implemented as part of the Plan.

Overview of the Work

The work of the Guiding Council, as set out in the TOR remains unchanged to support the mental health pillar of the Plan and the development of the alternative for a mental health crisis response. Through consultation and engagement, the working group priorities and recommendations will be submitted to the Guiding Council for consideration and in turn recommended to the City's GM CSS for City Council approval and implementation as part of the Plan.

Approach

The approaches set out in the TOR will guide the Mental Health and Addiction Strategy of the Guiding Council (the "**Strategy**"). The Strategy will be recommended to the GM CSS who in turn reports to City Council on:

1. the alternative call referral program including a detailed implementation plan to achieve that outcome, including short-term pilot projects, timelines and objectives
2. the implementation of the Plan, as a whole; and
3. funding requirements, anticipated impacts in the community and performance measures related to points 1 and 2.

The recommended Strategy and implementation is subject to City-budget constraints must meet the objectives of the Plan and must be approved by Council. Therefore, the Strategy must at a minimum include the funding requirements, anticipated impacts in the community and performance measurements.

Timeline and Reporting

Pursuant to the December 8, 2021 motion, the GM CSS is required to report on immediate service gaps and priority actions to develop a safer alternative for a mental health crisis response in Q2 2022.

The GM CSS must also report back on the Plan, as a whole, as soon as feasible and will therefore be looking for the Guiding Council's recommendations on the mental health pillar in Q2 2022.

Secretariat Lead

Ottawa Local Immigration Partnership (OLIP) – Le Conseil Économique et Social d'Ottawa Carleton (CESOC) will be responsible for the administrative management of the Secretariat including the financial management of the employer relationship with the Secretariat Directors.

Co-Chairs and Director(s)

The Co-Chairs and Director(s) will oversee the work of the Secretariat and liaise with the GM CSS and the Guiding Council on an ongoing basis to ensure the timelines and objectives set out in this addendum are being met and that recommendations are made to City's GM CSS.

Frequency of Meetings

The GM CSS may request more frequent meetings in order to meet reporting timelines noted above in the "timelines" section of this addendum.

Decision Making

Decisions made by the Guiding Council shall be recommended to the GM CSS. The Guiding Council's decisions and ensuing recommendations to the GM CSS, as it relates to the expanded mandate, are not to be made public until the GM CSS reports to the City Committee.

Appendix A

January 25, 2021 – Ottawa Police Services Board

Consultation Approach for Mental Health Response Strategy

1. Motion on the Make Up of the Guiding Council for the Mental Health Strategy

WHEREAS the report titled “Report on Consultation Approach for Mental Health Response Strategy” being presented by the Ottawa Police Service (OPS) speaks to the establishment of a Guiding Council; and

WHEREAS the Guiding Council is meant to ensure that any new policies or procedures are developed by the community with OPS as resource and not the project lead; and

WHEREAS the Ottawa Police Services Board (OPSB) heard from dozens of public delegations seeking clarification on the make up the Guiding Council and the need to ensure it is representative of the community Ottawa Police are meant to serve;

THEREFORE be it resolved that once the Guiding Council is established they consider the representation of their make up and aim to include equity in their membership with regards to gender, BIPOC, grassroots, and other marginalized members of the community with lived experience.

2. Motion on Reporting Mechanisms for the Mental Health Response

WHEREAS report titled “Report on Consultation Approach for Mental Health Response Strategy” being presented by the Ottawa Police Service (OPS) speaks to the establishment of a Guiding Council; and

WHEREAS the Guiding Council is meant to ensure that any new policies or procedures are developed by the community with OPS as resource and not the project lead; and

WHEREAS the Ottawa Police Services Board (OPSB) recognizes a need to receive updates on this process in its role as an oversight body;

THEREFORE be it resolved that once the Guiding Council has been established as per the report recommendations, that the OPSB request regular updates directly from the Guiding Council on the work being done surrounding Mental Health; and

THEREFORE be it further resolved that the OPSB ask the OPS to report quarterly on their efforts to improve and reform the Mental Health strategy.

3. Report Recommendation:

That the Board approve the consultation approach outlined in this report for the development of the Mental Health Response Strategy. (Carried)

The Report provides for the following consultation approach:

While the final consultation plan will be determined by the Guiding Council, it will include a broad mix of tools and techniques to ensure that both key stakeholders (including our partners, subject matter experts and people with lived experience)

and the general public have the opportunity to submit their feedback. The following components may be considered to underpin the overall consultation strategy:

1. Online questionnaire for community members: To ensure accessibility, a web-based questionnaire soliciting feedback and opinions will be developed and posted. A special section of the OPS website will provide key data on the project such as updates, frequently asked questions, and important background documents. This information will be further shared through social media and other channels.
2. Interviews, targeted outreach and focus groups: Consultation meetings and interviews have been initiated and will be conducted on an ongoing basis with community members, academics, subject matter experts, mental health professionals, addiction specialists, and other groups for the duration of the project. The project team has reached out to a variety of groups to help inform the process to this point, including: the Champlain Mental Health and Addictions Network; Kids Come First (Mental Health & Addictions Working Group), Community Development Framework; the African, Caribbean & Black Mental Health Coalition; Ottawa Aboriginal Coalition; the Ottawa Local Immigration Partnership (OLIP); and the Community Equity Council (CEC). Board members can also participate in these discussions.
3. Technical briefing: While we typically include ride-alongs as part of the public consultation and education process, we are limited due to the impact of the COVID-19 pandemic. Instead, we will look at novel ways to connect with the community using technology.
4. Discussions and updates to community partners: A number of presentations and regular updates will be provided to community groups and partners.
5. Communications: Earned media (both in mainstream outlets and media targeted to diverse communities), paid advertising, multilingual communications, social media, and web-based information, as well as low-tech approaches like handbills and posters, will also be considered and utilized as required throughout this period.
6. Internal consultations with members: Briefings and consultation meetings, an intranet questionnaire, and regular updates (via email and the intranet) will ensure that OPS members are kept informed about this work and have an opportunity to provide their input.

Appendix B

May 26, 2021 - City Council

Coordination of a Community Mental Health Strategy

1. Motion No. 54/3

BE IT RESOLVED that Council direct the General Manager of Emergency and Protective Services under the umbrella of the Community, Safety and Well-Being (CSWB) Plan to, as soon as possible, take the lead to develop a Community Mental Health Strategy, working with the Ottawa Police Services and the Ottawa Mental Health Strategy Guiding Council, Ottawa Public Health, relevant City partners, health care and hospital partners and relevant social services and community

stakeholders, including Ottawa Community Housing, to ensure that the efforts that are being undertaken already are co-ordinated and not duplicated, and report back with a draft strategy and any related funding in advance of the Draft 2022 Budget.

The above motion 54/3 was referred to the City Manager by the following motion:

2. Motion No. 54/4

WHEREAS October 28, 2020, Council approved “Mental Well-being” as one of the Priorities to be included in the Community Safety and Well-Being Plan, which is anticipated to come back to Committee and Council for consideration in fall, 2021; and

WHEREAS at that same Council meeting on October 28, 2020, Council also approved Motion 42/6 from Councillors Menard and McKenney providing Council’s support to the Ottawa polices Services Board (OPSB) and the Ottawa Police Service (OPS) in their plan to develop a comprehensive mental health strategy, and associated consultations, including the OPS and OPSB’s stated intention to include discussion of potential alternative models of community safety response including those that allow for a non-police response when warranted; and

WHEREAS at its meeting of May 20, 2021, the Community and Protective Services Committee referred to Council for a consideration a Motion from Councillor Deans that would direct Emergency and Protective Services under the umbrella of the Community, Safety and Well-Being Plan to lead the development of a Community Mental Health Strategy; and

WHEREAS it is important to ensure that the City of Ottawa’s efforts related to community mental health are coordinated and not duplicated;

THEREFORE BE IT RESOLVED that Council refer this matter to the City Manager to review in consultation with relevant parties and to report back to Council in Q3 of 2021 with a recommended path forward to coordinate the City’s future efforts with those being led by the Ottawa Police Services Board.

3. Report Recommendations

That Council consider this matter.

(Carried)

Appendix C

October 27, 2021 - City Council Community Safety and Well-Being Plan

1. Motion No. 62/13 Amending the portion of the report (under the Mental Well-Being section) regarding the Guiding Council's short-term outcomes identified in the report):

That City Council approve the following:

The Guiding Council has set the following as its short-term outcomes:

- Increase the range of responses to mental health and addiction crises including community, service providers, and public service responses resulting in a decrease in the response of police
- Provide clarity to the roles and responsibilities of Ottawa police within the new models of response to crisis intervention in the community
- Working with Ottawa communities, identify training, education and skills required by the Ottawa Police Service to better respond to mental health and addiction crises, in a respectful and safe manner and when the crisis is linked to criminal activity as required

2. Report Recommendations

1. Approve the draft Community Safety and Well-Being Plan as outlined in this report and attached as Document 1; and
2. Direct the General Manager of Community and Social Services to develop a governance structure, an evaluation and performance measurement framework, and a financial strategy for the administration, implementation, evaluation, and funding of the Community Safety and Well-Being Plan as set out further in this report, and to report back to the appropriate Standing Committee of Council as soon as feasible.

(Carried)

Appendix D

November 18, 2021 – Community and Protective Services Committee

1. Direction to Staff

That the General Manager of Community and Social Services be directed to work with the Guiding Council to identify immediate service gaps and priority actions to develop a safer alternative for a mental health crises response and to report back to Council Q2 2022 with a detailed implementation plan to achieve that outcome, including short-term pilot projects, timelines and objectives as well as a status update on the availability of one-time and sustainable funding sources.

Appendix F

December 8, 2021 – City Council

1. Motion

WHEREAS every person in Ottawa has the right to culturally-appropriate, trauma-informed mental health service; and

WHEREAS the City of Ottawa's Community Safety and Well-Being Plan has established the mandate of the Guiding Council (CPS Oct 15, Council October 27) to create a strategy to support an enhanced or new mental health and addiction crisis response system that will improve the outcomes for those experiencing crises related to mental health and substance use, which is to be achieved through relationship building and engagement with key stakeholders, including Ottawa Police, coordination and strategy development, and specific actions such as pilot projects; and

WHEREAS the Community and Protective Services Committee directed the General Manager of Community and Social Services at its meeting of November 18, 2021 to work with the Guiding Council to identify immediate service gaps and priority actions to develop a safer alternative for a mental health crises response and to report back to Council in Q2 2022 with a detailed implementation plan to achieve that outcome, including short-term pilot projects, timelines and objectives as well as a status update on the availability of one-time and sustainable funding sources; and

WHEREAS the 2022 Draft Operating and Capital Budgets for the Ottawa Police Service includes \$400 thousand for a call referral program to develop and implement an alternative call referral program for low-risk, low-acuity 911 calls or calls to police; and

WHEREAS there remains a funding gap to develop the appropriate social services infrastructure to handle these calls for service; and

WHEREAS the Ottawa Police Services Board approved and referred to Council a draft 2022 Budget estimate based on a two per cent police tax levy increase, resulting in \$2.65 million in unallocated funds; and

THEREFOR BE IT RESOLVED that up to \$550 thousand of the \$2.65M in unallocated funds be directed to the Community and Social Services Department to work with the Guiding Council on the development of [a culturally-appropriate, trauma-informed], enhanced or new mental health and addiction crisis response system, and specifically on the development of an alternative call referral program

identifying how and to whom low-risk, low-acuity 911 calls should be re-directed, including a feasibility study, business case, and a monitoring and evaluation plan;

THEREFOR BE IT FURTHER RESOLVED that the Community and Social Services Department and Guiding Council work with the Ottawa Police Services to coordinate the development of an alternative call referral program, which will also include a review of call classification to determine the appropriate response and resource deployment.

2. Motion

WHEREAS Council approved the City's Community Safety and Well-Being Plan (ACS2021-EPS-PPD-0003) on October 27, 2021, which includes goals, strategies, and actions to address key local priorities: discrimination, marginalization, and racism; financial security and poverty reduction; gender-based violence and violence against women; housing; integrated and simpler systems; and mental well-being; and

WHEREAS Council has heard from community members, organizations, and service providers over the last year through emails, telephone calls, delegations and written reports to committees and boards with regards to changing how social concerns should be addressed in our City; and

WHEREAS, Council has heard that there needs to be a new approach to the provision of supports and services for at risk groups; and

WHEREAS Council and Staff recognize and acknowledge the importance and value of working collaboratively with internal and external stakeholders in the City to develop a new approach; and

WHEREAS there has been an expressed desire by stakeholders to provide funding to address areas of social concern including but not limited to; programs to build community well being and resilience, such as enhanced programming for racialized youth, mental health supports and crisis outreach services and programs to prevent violence against Indigenous women and girls; and

WHEREAS to date, while the Community Safety and Well-Being Plan is a requirement under Ontario's Police Services Act, the provincial government has not committed to providing any funding relating to this project at this time; and

WHEREAS Councillor Cloutier's motion (Motion No. FEDC 2021 1/27) was referred for Council's consideration during the 2022 draft budget review process and recommends that "the budget directions be amended to provide that, should the Ottawa Police Service table a draft budget with the Board and Council that provides for less than a 3% increase, that Council be presented with recommended options to approve the allocation of the corresponding difference between the tabled police budget % increase and the 3% increase to community mental health support services."; and

WHEREAS the Ottawa Police Services Board approved and referred to Council a draft 2022 Budget estimate based on a 2% police tax levy increase, which has resulted in \$2.65 million in unallocated funds; and

THEREFORE BE IT RESOLVED that \$2.1M of the 2.65M in unallocated funds from the 2022 Budget be directed to the Community and Social Services Department in support of the Community Safety and Well-Being Plan and in consultation with the Guiding Council as follows:

1. That \$2.1 million in project funding be allocated to community organizations to:
 - A. support racialized youth program solutions across the city that are community-based, culturally appropriate and that assess risks and promote protective factors, such as increasing employment, mentorship and skills development for youth; and
 - B. support community-based, culturally appropriate 24x7 (24 hours a day, seven days a week) mental health prevention, addictions and crisis outreach services across the city; and
 - C. enhance access to culturally safe mental health programs, services, and crisis and social supports for the Indigenous community in Ottawa, and prevent violence against Indigenous women and girls; and
2. That funding be allocated as soon as practicable in 2022 for initiatives that can be implemented in 2022 in accordance with the Council-approved Community Funding Framework mandate and process (ACS2019-CSS-GEN-0012) and that Community and Social Services staff report back to Council via a memo on funding allocations by the end of Q1 2022 and that the performance indicators be established for these investments and that performance outcomes be reported as part of the Council-approved Community Funding Framework reporting process; and

BE IT FURTHER RESOLVED that the Mayor write to the Ontario Solicitor General and Associate Minister of Mental Health and Addictions with an overview of work undertaken by the City of Ottawa to promote mental health through the Community Safety and Well-Being Plan and to request that the Province of Ontario provide funding for municipalities to meet the mental well-being strategic objectives of these plans; and

BE IT FURTHER RESOLVED that the Mayor write to Minister of Mental Health and Addictions to seek federal funding opportunities for the mental well-being strategic objectives of the Community Safety and Well-Being Plan.