

DISTRICT OF NIPISSING SOCIAL SERVICES ADMINISTRATION BOARD

Community Safety and Well-Being Plan – City of North Bay

Plan Interim Update Report

DNSSAB Project Team

May 6, 2021

Executive Summary

As part of legislation under the Police Services Act, municipalities are now required to develop and adopt community safety and well-being plans. These plans, developed in partnership with a multi-sectoral advisory committee, are intended to make communities safer and healthier by taking an integrated, community approach to address local crime and complex social issues on a sustainable basis. The City of North Bay has appointed the District of Nipissing Social Services Administration Board (DNSSAB) to develop its Community Safety and Well-Being (CSWB) Plan.

The methodology for the development of North Bay's CSWB Plan consists of a literature review whereby local existing literature was collected and analyzed to assess the safety, health, and inclusion landscape in the community. Asset mapping was then conducted to establish an inventory of the current organizations in North Bay that have a connection to community safety and well-being in some way, and the current programs, services, and strategies that are underway in the community to address community risk and improve safety and well-being. Asset mapping also allowed for a further understanding of the connections between service providers and the level of collaboration that exists within the service network. Finally, consultations were completed in order to assess the safety, health, and inclusion landscape in the community and to identify priority risks. The consultations also assisted in identifying strengths, weaknesses, opportunities, and threats locally. Focus groups have been completed with service provider organizations/ agencies and a survey is presently open to the public.

The research and consultation completed has revealed a complex service network paired with multiple gaps. Ensuring that the service network is operating at its full potential is critical to ensuring that community risks are properly addressed. Risks have also started to emerge. Major community risks that have been identified include addictions, mental health, homelessness, and poverty/income. Service navigation is at the forefront of the network's issues. Service users and providers need to know the services available in the community to properly refer and access the right services in a timely fashion. In addition, although the service network is complex, gaps were highlighted. Gaps identified range from access to family doctors/primary care to enhanced discharge planning from institutions with regular follow-ups. Strengths in the system were also identified. The Gateway Hub along with other major community planning tables were viewed as an excellent platform for collaboration and communication of new programs, program changes, and events. Another strength has been the increased collaboration and access to shared opportunities through remote meetings and workshops. Increasing community education and awareness of community risks and of the work of the service network will be important going forward. Other opportunities include the creation of service hubs to access multiple services in one location and the exploration of the Housing First model.

Moving forward, the results of the public survey will further assist to identify and confirm community risks and ascertain public feelings of safety, well-being, and inclusivity. The Draft CSWB Plan will then be completed in consultation with the Plan's Advisory Committee and submitted to the City of North Bay at the end of May. The Draft Plan will also include an implementation framework to ensure that the Plan is implemented but also reviewed and updated on a regular basis.

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1.0 Introduction

North Bay's Community Safety and Well-Being Plan (CSWB) Plan is a coordinated effort to foster a safe, healthy and inclusive community by responding to identified priority risks. The Plan builds upon the community's strengths while also addressing gaps in the community's safety and well-being landscape. Ultimately, the Plan sets out to meet locally identified goals, outcomes, and objectives through evidence-based outputs and actions. An implementation strategy will also be included within the Plan to ensure successful implementation.

Crime is on the rise in Ontario. From 2015-2019, police-reported crime in Canada, as measured by the Crime Severity Index (CSI), increased 19% and marks the fifth consecutive annual increase in CSI. Concerning well-being, the Canadian Index of Wellbeing shows a modest increase of 7.3% in overall well-being among Ontarians. Although growth has been made on well-being indicators related to education, community vitality, and health, modest growth has been made in democratic engagement and environment while troubling trends are noted in leisure and culture, time use, and living standards. Living standards indicators, for instance, show a growing income gap, volatility in long-term employment, and lower job quality.

Locally, North Bay is also facing several issues affecting community safety and well-being. To begin, many would agree that North Bay is facing an opioid crisis based on local surveillance and evidence. The North Bay Parry Sound District Health Unit reported 422 overdoses and 30 deaths in the Nipissing District since the reporting began in 2019. Of the reported overdoses, 77.5% were in North Bay. To continue, homelessness is more prevalent in the City as evidenced by the physical presence of more people apparently without shelter and also recent reports and community activity in this area. Lastly, mental health concerns are prominent and are a growing issue. Nipissing District has higher rates for mood disorders, anxiety disorders, and suicide than the provincial average. In addition, approximately 20% of the calls received by the North Bay Police Service are primarily related to mental health and addictions.

North Bay's Community Safety and Well-Being Plan builds off of the work of the 2020 Mayor's Roundtable Report on Mental Health and Addictions as well as other work that has, and is currently being completed in the community surrounding community safety and well-being issues such as addictions, mental health, housing, homelessness, and employment.

1.1 Plan Outcomes

The CSWB Plan outcomes represent everything the plan is to accomplish. The outcomes have been set through provincial CSWB Plan legislative requirements and the City of North Bay's strategic priorities. The outcomes are as follows:

- A reduction in harm and victimization for all members of the community and a decrease in the upward trends in demand for, and costs of, incident (emergency) responses.
- Local risk factors are identified, prioritized, and addressed before they escalate and reach critical levels.¹

¹ Risk factors include systemic discrimination and social factors that contribute to crime, victimization, poverty, addiction, drug overdose, domestic violence, and suicide.

- The response matches the need: individuals are receiving the right response at the right time by the right service provider.
- Risks to community safety in areas such as mental health, addiction, homelessness and housing, are addressed without the use of emergency resources where possible.
- The demand for incident responses and acute care resources is reduced.
- Community resources relevant to community safety and well-being are coordinated and aligned.
- An implementation framework and system are in place to implement the CSWB Plan and monitor, evaluate, and report on the plan's progress and outcomes.

2.0 Methodology

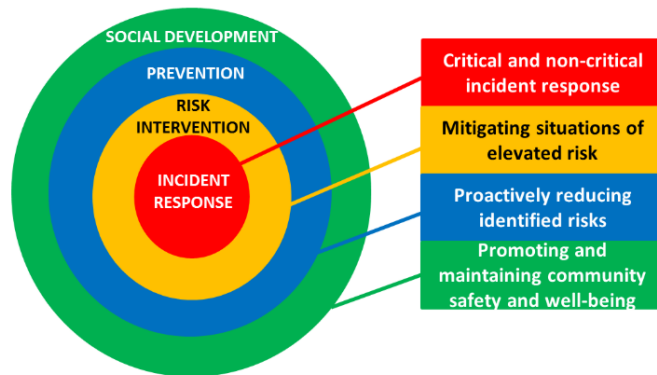
2.1 Planning Framework

Effective January 1, 2019, as part of legislation under the Police Services Act, municipalities in Ontario are required to develop and adopt Community Safety and Well-Being Plans (CSWB Plans). The CSWB Plans are intended to make communities safer and healthier by taking an integrated, community approach to address local crime and complex social issues on a sustainable basis.

This legislative requirement applies to all single and lower-tier municipalities and regional governments and is being directed by the Ministry of Community Safety and Correctional Services. The CSWB Plans are required to meet a number of legislative requirements and are to be developed in partnership with a multi-sectoral advisory committee comprised of representation from the police service board and other local service providers in health/mental health, education, community/social services, and children/youth services. In North Bay, the Gateway Hub Executive Committee will serve as the community advisory committee for the CSWB Plan's research and development.

The City of North Bay has appointed the District of Nipissing Social Services Administration Board (DNSSAB) to develop its Community Safety and Well-Being Plan. For the purpose of this planning and implementation, 'community safety and well-being' is defined as a multi-sectoral approach to mitigate the reliance on reactionary and incident-driven response by implementing social development practices through identification and response to risks that increase the likelihood of criminal activity, victimization or harm.

The province has published a *Community Safety and Well-Being Planning Framework* which guides the development of local plans. The framework outlines the following four areas to ensure local plans are as efficient and effective as possible in making communities safer and healthier:



- *Social Development* (promoting and maintaining safety and wellbeing)
- *Prevention* (proactively reducing identified risks)
- *Risk Intervention* (mitigating situations of elevated risk)
- *Incident Response* (critical and non-critical incident response)

These areas of focus are all relevant to the City's vision. To begin, *social development* through the CSWB Plan will promote long-term investment in the social determinants of health which complements the Board's investment and delivery of programs and services in some of these areas (i.e., early learning and childcare, employment, and housing). Social development is also where a wide range of sectors, agencies, and organizations bring different perspectives and expertise to the table to address complex social issues such as poverty, from every angle. Knowing who to contact (community agency versus first-responder) and when to contact them (emerging risk versus crisis incident) will allow communities to operate in an environment where the response matches the need.

In terms of *prevention*, the North Bay CSWB Plan will help to identify and address local risk factors before they escalate and reach critical levels, thus leading to reduced costs in crisis management and improved community outcomes. Additionally, through prevention and proactively implementing evidence-based situational measures, policies, or programs/ services, the identified risks to community safety and well-being will be reduced before they result in crime, victimization, and/or harm.

The CSWB Plan's focus on *risk intervention* is intended to reduce harm before situations or incidents of elevated risk can occur that require an elevated - or incident - response (see below also). This is an immediate intervention that will require a multi-sector response and collaboration between various community and acute care agencies.

Lastly, *incident response* includes immediate and reactionary responses that may involve a sense of urgency from first responders such as the police, fire, and emergency medical services. Planning will be done in this area to better collaborate and share relevant information and data, such as the types of occurrences and victimization, to ensure the best use of resources and the most appropriate service provider is responding.

2.1.1 Guiding Principles

The guiding principles for the CSWB plan emerged from the planning framework and are to be reviewed, confirmed and ultimately reinforced by the Advisory Committee. These principles will

shape the daily decision-making around the plan and will define how things get done, including carrying out the plan’s strategic objectives and strategies.

Strength-Based



Recognizing the great work already happening within individual agencies and organizations, and using collaboration to do more with local experience and expertise.

Risk-Focused



It is far more effective, efficient and beneficial to an individual’s quality of life to prevent something bad from happening rather than trying to find a “cure” after the fact.

Awareness & Understanding



Planning partners will need to understand what they are getting into – and why – before they fully commit time and resources.

Highest Level Commitment



Community Safety and Well-Being planning is a community-wide initiative that requires dedication and input from a wide range of sectors, agencies, organizations, and groups.

Effective Partnerships



A plan will only be as effective as the partnerships and multi-sector collaboration that exists among those developing and implementing the plan.

Evidence & Evaluation



It will be important to gather information and evidence to paint a clear picture of what is happening in the community to support the identification of local priority risks.

Cultural Responsiveness



The plan must have the ability to effectively interact with, and respond to, the needs of diverse groups of people in the community.

2.2 Literature Review

The development of North Bay's Community Safety and Well-Being Plan involves collecting and analyzing existing literature to better assess the safety, health, and inclusion landscape in the community. An informal literature review of community safety and well-being literature relevant to North Bay has been undertaken. The review identified, evaluated, and descriptively synthesized, the community safety and well-being content from various reports, studies, and plans. As the review was confined to content that is specific to North Bay, the majority of the content reviewed was grey (unpublished) literature.

2.3 Asset Mapping

One of the main research activities in developing North Bay's CSWB Plan involves conducting a community asset mapping exercise. The asset mapping has been completed and establishes an inventory of the current organizations in North Bay that have a connection to community safety and well-being in some way, and the current programs, services, and strategies that are underway in the community to address community risk and improve safety and well-being. The mapping also looks at the level of integration between these organizations in terms of collaboration and client/ citizen referrals, and the network structure of the service delivery system.

2.4 Consultations

Developing North Bay's Community Safety and Well-Being Plan involves assessing the safety, health, and inclusion landscape in the community. Identifying strengths, weaknesses, opportunities, and threats locally through consultations is a crucial part of this assessment given it will seek input on local issues as experienced by a variety of populations.

The consultation framework builds off of the literature review and the asset mapping exercise that had previously been conducted. The consultations focus on obtaining qualitative information and data from community partners and the general public. Two types of consultations are being utilized to inform North Bay's CSWB Plan: focus groups and surveys. The focus groups were held with organizations/ agencies who have a vested interest in safety and well-being in North Bay and make up the City's main service delivery network while the survey was available for the general public. The survey is currently open to the public and will close on May 14th.

3.0 Results and Draft Findings

The following is a summary of some of the key findings to date. The information and data is sourced from the plan's various sub-reports that provide more evidence and detail. It can be

noted, the draft results and findings are subject to change before the final CSWB Plan based on further review and input from the Advisory Committee.

3.1 Literature Review

As shown in Table 1, there were 73 documents reviewed. The documents were categorized into one of three types. The majority of documents reviewed were report-type documents (n=65 or 89%) followed by local study (n=7 or 10%), and symposia proceeding (n=1 or 1%).

Table 1 - Research document types.

Type of Document	Number
Report	65
Local Study	7
Symposia Proceeding	1
Total	73

The researchers categorized the major themes in the documents. There were 5 major themes. Table 2 lists the major themes, in descending order. Documents often had more than one theme, thus, the frequency sum is greater than the 73 review reports. The percentage is based on the total number of documents (73).

Table 2 - Themes by frequency of occurrence in research documents.

Research Themes	Frequency	%
Substance Use and Abuse	28	38%
Mental Health	22	30%
Housing and Homelessness	18	25%
Poverty/Income	17	23%
Violence (physical, emotional, etc.)	15	21%

3.2 Asset Mapping, Summary Results

Determining which organizations to include in the study was based on a purposive sampling strategy that identified organizations based on the likelihood of them having an interest or role to play, in the development and implementation of North Bay's CSWB Plan. As the Gateway Hub is dedicated to community safety and wellness, the hub's primary and secondary membership list provided the initial sampling frame of organizations that would be strongly vested in developing the City's CSWB Plan. Other organizations were then added to the list based on their mandates, relevant sectors, the types of programs and services they provide, and/or the local planning tables and committees they sit on which have a community safety and well-being focus. The social determinants of health was another consideration in selecting organizations for the study. As the social determinants affect individual, family and community safety and well-

being, it is important to have organizations in these areas participate in the planning and see how they are connected in the local service delivery network.

Applying the above methodology, 72 organizations were identified and selected for the asset mapping exercise (see Appendix A for list of organizations). It can be noted that nearly two-thirds (45) of the organizations are either primary or secondary members of the Gateway Hub (Executive, Steering, and Situation Tables) while the remaining 27 organizations deliver services /programs in various sectors relevant to community safety and well-being.

In order to obtain the information and data necessary to map the service system, the above organizations were surveyed. The survey was designed to establish the level of collaboration and referral pathways between the organizations, and the organization's representation and reach on various committees, groups, and planning tables. The survey also identifies how the organizations share information, their satisfaction with the current level of community collaboration, and the various services/ programs and strategies that aim to increase community safety and well-being in North Bay. Of the target group above, 45 organizations responded to the survey giving a 62.5% response rate.

3.2.1 Degree of Collaboration

The North Bay service network shows a high degree of collaboration, with the 45 organizations completing the survey indicating that they collaborate with 1,488 other organizations in total (33 organizations on average).² There are significant variations from the average, however, with organizations indicating they collaborate with anywhere from just a few other organizations up to 69 - over twice the network average. Although this collaboration can involve different types of interactions and relationships between the various organizations (see footnote 2), in most cases it includes the referral of clients /citizens.

It should be noted that although 27 of the organizations did not complete the survey for whatever reason, they still appear in the survey results as organizations that are collaborated with and/or clients are referred to, by the organizations who did complete the survey. Although this only provides a one-way, incoming look at these organizations, it is still valuable information and data for further analyzing the larger network structure. This starts to provide network scale and capacity in terms of community collaboration, serving common clients/ citizens, and working towards increasing safety and wellness in North Bay at the individual, family, and community level.

3.2.2 The Service Delivery Network

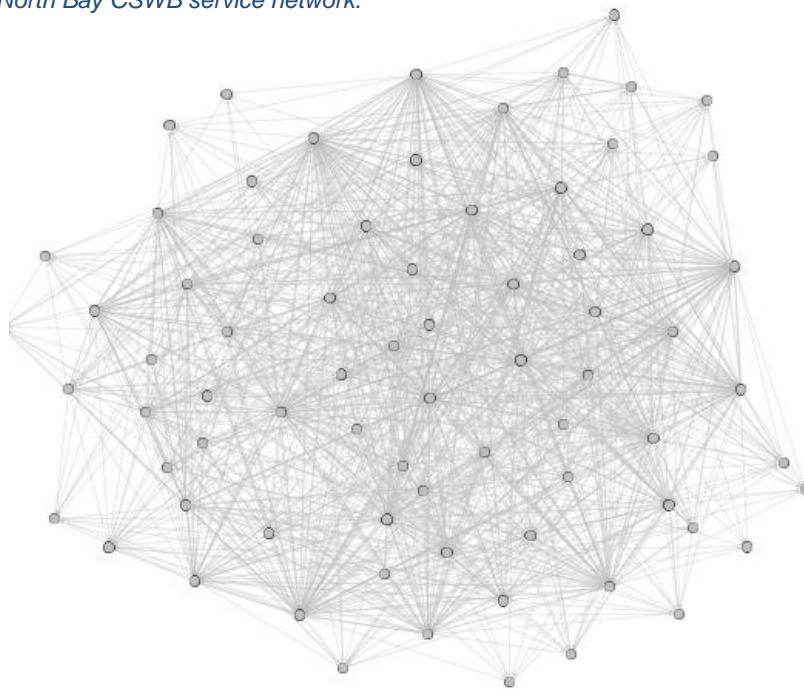
It is helpful to visualize the network as a system with all the linkages and interconnections between the various organizations. This can help the planning team and advisory committee (Gateway Hub Executive Committee) by further analyzing the network's structural properties in terms of how well organizations are connected, and their positioning and influence in the network based on the measures of collaboration and client/ citizen referrals. This becomes

² For the purpose of the study, 'collaboration' has a broad working definition that applies to the respondent's organization working with other organizations around a common purpose or goal. This can include referring (or accepting) clients; coordinating service/program delivery; sharing information and data; participating in joint planning sessions; attending meetings; general communications; funding; or any combination of these.

increasingly important when considering the best approach to take in engaging the network to address North Bay's priority risk factors collectively, and linking the network to the common goals and outcomes of the CSWB Plan.

Figure 1 below shows the North Bay service network as a dynamic system based on the connections and ties between the organizations. The dots (nodes) represent the organizations and the lines (edges) between them are their connections to other organizations based on collaboration and client/citizen referrals (in this first graphic the organization names/ labels have been left off to provide a better look at the network's underlying structure). It should be noted that where the organizations are placed in the graph and their coordinates (i.e., to the left or right, top or bottom) does not reflect any properties of the organizations or have any meaning. Rather, what is important is the respective organization's positioning relative to other organizations in the network - and how close they are to one another - and the visual interpretation of the network in the context of North Bay's safety and wellness service delivery system:

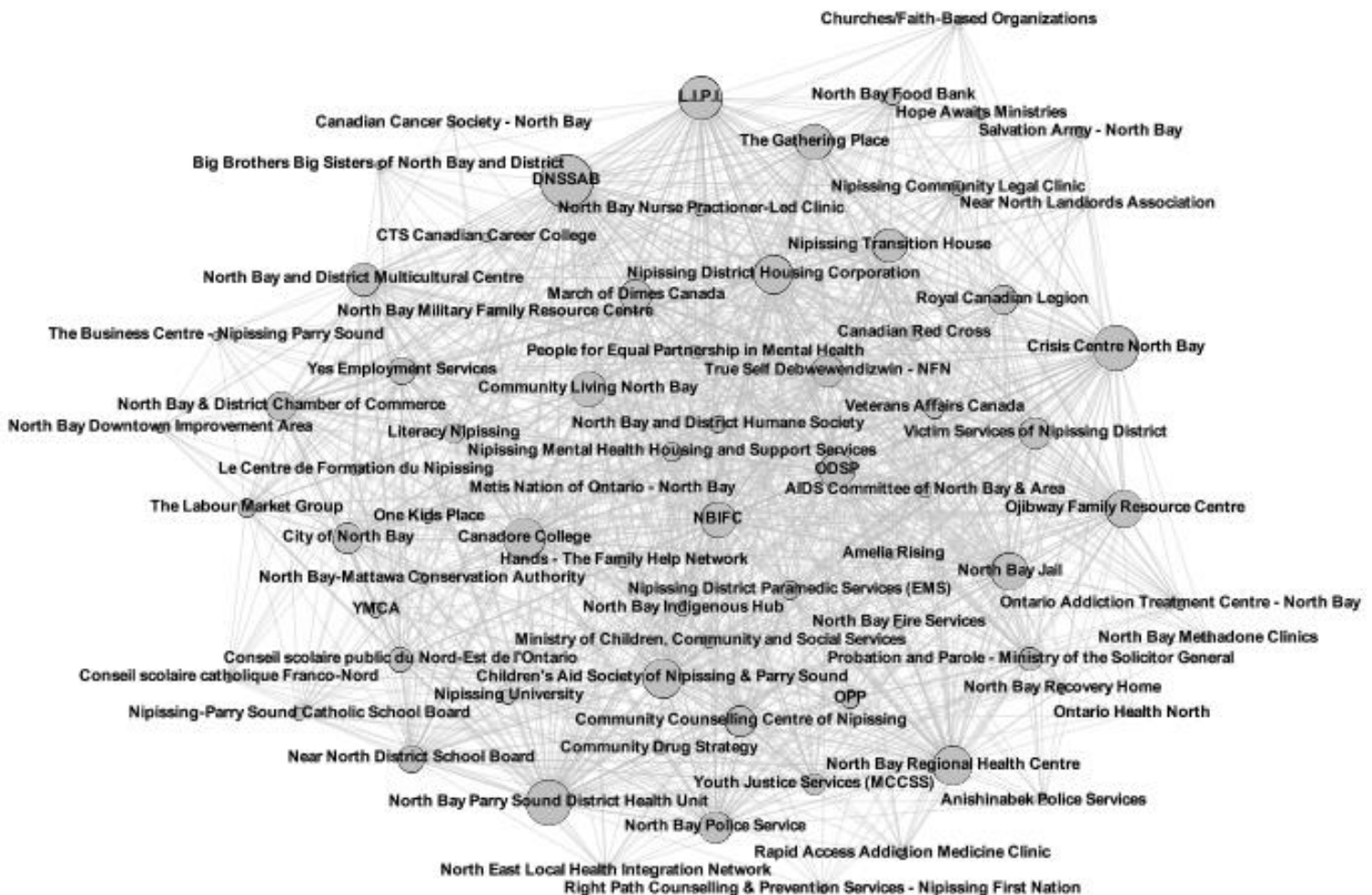
Figure 1 - North Bay CSWB service network.



As noted by the graphic the service delivery network is highly integrated, fairly dense, and very complex. As mentioned previously there are 1,488 connections between the organizations identified in the study and when these are mapped out and shown as a network the result is something that is largely uninterpretable. It is important to remember that a little over one-third of the organizations in the network did not complete the survey so the above network connections represent a minimum. Presumably, those not completing the survey also collaborate and/or refer clients to other organizations in the network on either a mutual or a non-reciprocal basis. Thus, there are likely many more network connections than what is shown, further increasing the network's density and complexity.

To provide further meaning, Figure 2 below shows the network with the names of the organizations and their relative network connections and positioning. The size of the nodes is also now proportional to the organization's number of connections (or 'degrees' in social network analysis terms):

Figure 2 - North Bay CSWB service network.



Classic social network analysis and graph theory helps to make sense of the above network and the Community Asset Mapping sub-report provides more detail and statistical analysis that will be referenced and included in the final plan. For this update report to council, the main take-away at this point is a look in to the local service delivery network (above) and the “glass half-full, glass half-empty” scenario it presents:

With the glass *half-full*, the evidence shows an extensive service network in the city with strong, multi-sectoral collaboration between numerous organizations and service providers. These organizations are working on safety and wellness- related issues, either through their own mandates and objectives or working collaboratively with other organizations and various planning tables and committees (over 70 community committees and planning tables have also

been identified in the study). The community inventory reveals an extensive array of programs and services in place to serve clients and North Bay citizens in areas of various need. Additionally, many community strategies are underway to deal with pressing safety and wellness issues and a number of 'best practices' have also been identified in the city. The staff of these organizations are described as being 'committed and passionate' and collectively, the combined resources of these network organizations would be extensive. Under this scenario, a strong and committed service network is in place to increase safety and wellness in North Bay, although shortcomings (below) need to be addressed for this to happen collectively.

With the glass *half-empty*, and perhaps it's not a surprise looking at the above graphics, the service network lacks overall system coordination and alignment and is very difficult to navigate, not just for clients and citizens, but also for the very organizations and service providers who make up the network. Additionally, while certain organizations are working together around common problems and solutions, the network as a whole, lacks a common purpose and a shared vision and accountability. Furthermore, a significant number of organizations indicate they are not satisfied with the present level of collaboration for reasons that, in addition to the shortcomings above, include working in silos; participation issues; competing interests/ similar mandates; a lack of communications between some organizations, planning committees/ tables and sectors; and a lack of community measurement for progress and goals. Under this scenario, it is difficult to see how the CSWB Plan will be successfully implemented in the service delivery network as it currently stands.

In view of the above, the CSWB Plan offers the City and community an opportunity to leverage the existing service network and what is working well (glass half-full) while also addressing the system shortcomings (glass half-full) to address priority risk factors and increase local safety and well-being in a demonstrated and measureable way. Invariably, this will require taking a collective impact approach to achieve meaningful change.

3.3 Consultations

The results and findings from the focus group sessions were analyzed using a SWOT analysis. The specific priority risks in the community were compiled separately to focus on the strengths, weaknesses, opportunities, and threats within the community network to reduce and mitigate the identified risks. Online focus group surveys have been categorized as their own focus group session resulting in results and findings from 10 total focus groupings being analyzed.

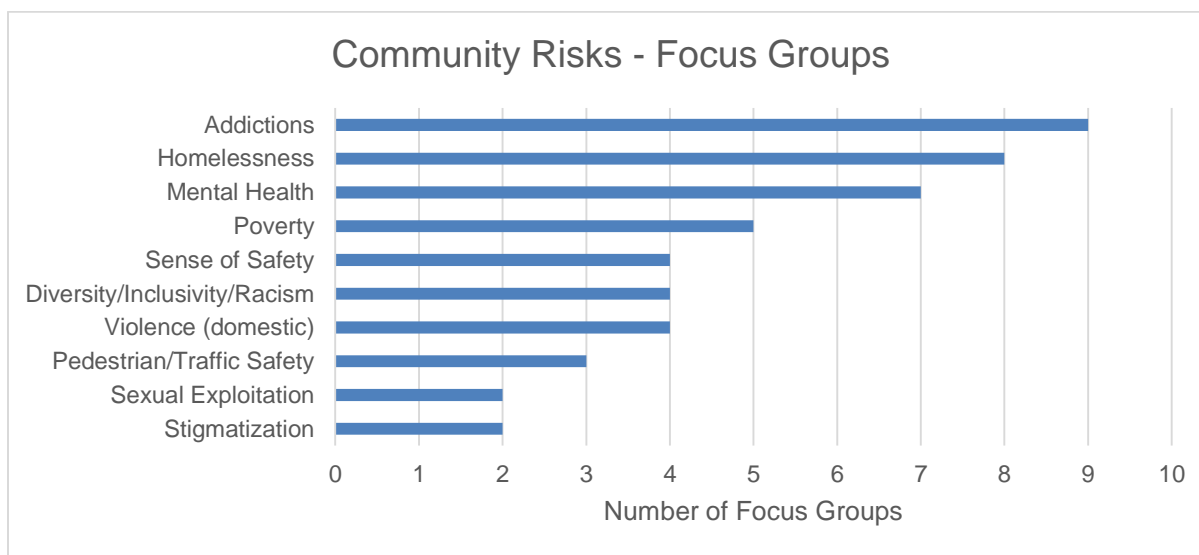
3.3.1 Risks

A total of 20 community risks were identified in the focus group sessions. The risks ranged from safety specific, to wellness, and inclusivity. Safety-specific risks included general feelings of safety in the community, gender-based violence, pedestrian and traffic safety, and sexual exploitation. Well-being risks included addictions and substance abuse, homelessness, mental health, poverty, and low income. Finally, inclusivity risks included diversity, inclusivity, sense of belonging, racism, and stigmatization.

Figure 3 displays the identified risks by frequency of occurrence in focus group sessions. Addictions were the most identified risk and were stated in 9 of 10 focus group sessions. Other

notable risks included homelessness, mental health, and poverty, which were all noted in at least half of the focus group sessions. Several risks were also mentioned in one focus group. These risks include historical trauma, food insecurity, transportation, daycare, internet and screen time, education, employment, adverse childhood experiences, criminal activity, and urban planning. Although these risks were infrequently mentioned, it is important to acknowledge the risks and their impact on the overall community network.

Figure 3 - Community risks based on the frequency of their identification in focus group sessions.



3.3.2 Strengths

The identification of strengths in the community to mitigate and reduce risks is an important component of the focus group consultations. Strengths in the community may be expanded or recreated in other sectors to further reduce and mitigate risks. On a municipal level, it is important to first begin with the regular work conducted by the City of North Bay to ensure safety. This includes, but is not limited to, regular road and sewer and water infrastructure maintenance, provision of clean drinking water, efficient sewer services, and suitable maintained parks, sport fields, arenas, and recreational spaces.

The most frequently stated strength in North Bay was the commitment and collaboration of service providers. Focus group participants acknowledge that service agencies come together quickly to find timely solutions to assist clients in crisis. The second most stated strength was the work of multi-sectoral planning tables and committees. Tables that were frequently mentioned include the Gateway Hub and the Nipissing District Housing and Homelessness Partnership. These tables and committees are seen as an asset in the community because they are a way for service providers to collaborate, learn about services and programs offered, and foster partnerships. Another strength in the community has emerged throughout the COVID-19 pandemic. This strength is embracing the virtual world for remote service delivery and collaboration. Participants have mentioned that in many ways collaboration has increased and improved as a result of online platforms making it simpler to connect. In addition, participants have also noticed higher participation rates with online service delivery. Finally, participants also

credited the work of certain programs in the community as a strength. Programs mentioned include the Healthy Community Ambassador Program, Mobile Crisis Services, Rapid Access Addiction Medicine (RAAM) Clinic, low-barrier shelter, Warming Centre, and naloxone kit distribution and training.

3.3.3 Weaknesses

Weaknesses in the community network help to identify areas for improvement. Focus group participants listed multiple weaknesses, which were then categorized by overall theme. Overall system gaps were the most common weaknesses stated in consultations. The most stated gap was housing. Participants noted that there is insufficient safe and affordable housing stock in North Bay as exemplified by long waiting lists for rent-geared-to-income (RGI) and affordable market housing. Additionally, there is a need for additional transitional housing and supportive housing. To continue, participants identified a gap in mental health and addiction services. Gaps include the need for increased service capacity, longer addiction programs, timely access to mental health and addiction programs due to lengthy wait lists, the need for additional psychiatric care, and an improved needle pick-up program. Other system gaps noted in focus groups are access to a family doctor/primary care, ineffective discharge planning from institutions with the lack of community follow-ups and post-diversion supports from the legal system.

System inefficiencies were also regularly mentioned in focus group sessions. First, system navigation is seen as one of the largest issues. The service system in North Bay is complex with many service providers and programs and is not easy to navigate as a result. Both service providers and service users have expressed navigation issues. Second, participants stated the need for community support for the service system, which starts with further community education and awareness around the big issues in the City (i.e. opioid crisis). Third, the system was seen as reactive rather than proactive resulting in temporary solutions for community risks. Fourth, collaboration between organizations/agencies was described as excessive at times but remains siloed in others. Fifth, police conducting work outside of their typical duty (i.e. mental health and addictions) was mentioned as a concern. Lastly, due to lack of resources and increased workloads, participants have mentioned staff burnout and the overall feeling of organizational busyness as an inefficiency.

Finally, the remaining weaknesses focused on barriers to services. Barriers were specifically noted in accessing supports for seniors, homelessness, and children's services. The barriers pertained to agency mandates and criteria being inflexible to meet the needs of clients. Other notable barriers include physical accessibility to services (transportation), access to technology the internet for remote services, limited hours of operation for organizations, and the fear of large establishments (i.e. City Hall, ODSP Office) for certain vulnerable individuals.

3.3.4 Opportunities

Numerous opportunities to enhance the service system and mitigate risks were presented in the focus group sessions. To begin, participants noted several opportunities surrounding improvements to collaboration. Community education and awareness of the work completed

and community risks was highlighted in multiple sessions as a way to improve collaborations and relationships within the community at-large. With regard to service network collaborations, a need was expressed for more strategic tables and committees. This corresponds with the opportunity for a review of existing tables and committees. Many opportunities were also expressed surrounding improved communications. A need was expressed for a streamlined form of communication across sectors to better inform the network organizations/ agencies of changes to programs, new programs, events, and any other relevant information that would be of interest to the network.

Service centralizations was another common topic in consultations. Although the social service network was identified as complex and difficult to navigate, there were many improvement opportunities stated. The creation of a service hub model was widely discussed in sessions. A service hub would serve as a single-point access for multiple services. This would mitigate service users having to go to a multitude of service providers to access the services they need. Participants also discussed how to improve service navigation. Overall, participants acknowledged the need for multiple levels of service navigation improvements. Service directories were noted as a need and this should come in the form of a website and/or phone application, a telephone line and a paper-form service directory. The multiple service directory options take into account service users who cannot access to internet or telephone. Finally, a need was expressed for in-person service navigation. This could take the form of a service kiosk and would serve the overall service network.

Outreach services was presented as another opportunity. Outreach services provide services where clients are located and this was a need frequently stated in the community. Increased street outreach, street nursing and clinics, and overall improvements to collaboration among service providers that provide outreach services were opportunities mentioned. In terms of policing, participants expressed a need for more police presence (visibility), more mobile crisis teams, and ensuring that police officers have mental health and social work training along with diversity and inclusivity training.

Finally, participants discussed improvements to the housing and homelessness system in the City. The Housing First model was mentioned in multiple sessions as a model to explore further and implement in North Bay. Examples from Finland and Medicine Hat were noted as successes to build off of. The development of additional transitional housing and supportive housing units was another key opportunity presented. This would assist with diversifying the housing stock and may assist in elevating pressures on the RGI and market housing waiting lists.

3.3.5 Threats

Threats are viewed as anything that can negatively affect North Bay's service network from the outside. Due to the CSWB Plan being developed during a pandemic, the negative impacts of COVID-19 were regularly identified in focus group sessions. The impact of COVID-19 on children was identified as one of the largest impacts. Negative impacts of remote learning include lowering children mental health, heightened stress for working parents, cancellation of

school food programs, and more teens disengaging from school altogether. COVID-19 has also affected the general population through negative effects in mental health and happiness and a rise in addictions and substance use.

Legislation, guidelines, and overall decisions at the provincial and federal government levels is seen as another threat. Funding was the most commonly stated threat. Participants expressed that provincial and federal funding is often not sustainable and flexible to meet the specific local needs. Additionally, funding tends to be a competition between local service providers, which can negatively affect relationships and collaboration within the service network. To continue, legislative limitations were noted as a barrier to solutions and proactivity. For instance, participants expressed that social assistance rates were insufficient to meet a healthy standard of living. These rates are set by the provincial government.

4.0 Next Steps

4.1 Public Survey

The public survey is currently open and will close on May 14th. The data collected from the survey will assist in confirming community risks that have been collected through the literature review and the focus group sessions. The survey will also provide an understanding of the community's feelings of safety, well-being, and inclusivity. This data will be valuable to compare with future surveys as the plan evolves over time.

4.2 Draft Plan Development

The Draft CSWB Plan will be submitted to the City of North Bay at the end of May. The Draft Plan will ultimately be an extended version of this report with the inclusion of the specific identified priority risks along with strategies and recommendations to reduce and mitigate the risks. Along with the priority risks will be strategies and recommendations to improve the overall service system and reduce barriers, gaps, and inefficiencies. The Draft CSWB Plan will include an implementation framework to ensure that the CSWB Plan is implemented but also reviewed and updated on a regular basis.

5.0 Conclusion

The development of North Bay's Community Safety and Well-Being Plan has demonstrated to be a critical exercise to identify community risks and find solutions to mitigate and reduce risks. Research and consultations completed to date have illustrated that the service network is large and complex with many organizations/ agencies having a vested interest in safety and well-being in North Bay. Community risks have also started to emerge with innovative ideas to reduce the risks. In the end, the CSWB Plan will be a leading document for North Bay's service network and will provide a framework to guide decisions and funding within the network. This is a major step towards the creation of a healthy, safe, and inclusive community.

Appendix A: North Bay Organizations by Sector

Sector	Organization, Surveys Sent
Correctional Services	North Bay Jail Probation and Parole - Ministry of the Solicitor General
Economy/ Business	North Bay & District Chamber of Commerce North Bay Downtown Improvement Area The Business Centre - Nipissing Parry Sound
Education	Canadore College Conseil scolaire catholique Franco-Nord Conseil scolaire public du Nord-Est de l'Ontario CTS Canadian Career College Le Centre de Formation du Nipissing Literacy Nipissing Near North District School Board Nipissing University Nipissing-Parry Sound Catholic School Board
Emergency Response/Services	Anishinabek Police Services Canadian Red Cross - North Bay Children's Aid Society of Nipissing & Parry Sound Nipissing District Paramedic Services (EMS) North Bay Fire Services North Bay Police Service Ontario Provincial Police
Employment	The Labour Market Group Yes Employment Services - North Bay
Environment	North Bay-Mattawa Conservation Authority
Food Security	North Bay Food Bank The Gathering Place
Health	AIDS Committee of North Bay & Area Canadian Cancer Society - North Bay Community Drug Strategy North Bay and Area March of Dimes Canada - North Bay North Bay Methadone Clinics North Bay Nurse Practitioner-Led Clinic North Bay Parry Sound District Health Unit North Bay Recovery Home North Bay Regional Health Centre North East Local Health Integration Network Ontario Health North People for Equal Partnership in Mental Health Rapid Access Addiction Medicine Clinic
Housing & Homelessness	Community Living North Bay Crisis Centre North Bay Hope Awaits Ministries Near North Landlords Association Nipissing District Housing Corporation Nipissing Mental Health Housing and Support Services Nipissing Transition House Ojibway Women's Lodge
Indigenous Services	Metis Nation of Ontario - North Bay Nipissing First Nation North Bay Indigenous Friendship Centre North Bay Indigenous Hub Right Path Counselling & Prevention Services - Nipissing First Nation True Self Debwewendizwin - NFN
Municipal Services	City of North Bay
Social/ Family Services	Amelia Rising Big Brothers Big Sisters of North Bay and District Community Counselling Centre of Nipissing District of Nipissing Social Services Administration Board (DNSSAB) Hands - The Family Help Network Low Income People Involvement of Nipissing (L.I.P.I.) Nipissing Community Legal Clinic North Bay and District Humane Society North Bay and District Multicultural Centre North Bay Military Family Resource Centre One Kids Place Ontario Disability Support Program Royal Canadian Legion - North Bay Salvation Army - North Bay Veterans Affairs Canada Victim Services of Nipissing District YMCA of Northeastern Ontario - North Bay Youth Justice Services (MCCSS)

Note: For general reference and classification purposes the above organizations were grouped by sector based on a general understanding of the organization's programs and services, and their primary area of focus. However, this is somewhat of an arbitrary assignment as many of these organizations span multiple sectors and touch down in a number of different areas relevant to community safety and well-being.