



City of North Bay Report to Council

Report No: CSBU-2023-009

Date: January 4, 2023

Originator: Brent Kalinowski, Community Safety and Well-Being Planner

Business Unit:

Department:

Community Services

Community Development and Growth

Subject: Community Safety and Well-Being Plan Update

Closed Session: yes ☐ no ☒

Recommendation

That the Community Safety and Well-Being Plan Update be referred to the Community Services Committee for discussion.

Background

January 1, 2019, the Province of Ontario had legislated municipalities under the *Safer Ontario Act* to develop and adopt Community Safety and Well-Being (CSWB) Plans. The Plan is meant to be a collective impact plan that is a collaborative approach across multiple sectors and agencies towards common priorities and objectives. This is particularly important as complex issues cannot be addressed by one agency or sector alone and requires collective action.

The City of North Bay, through an agreement and funding, supports the District of Nipissing Social Service Administration Board's (DNSSAB) delivery of social services in the city, and appointed DNSSAB to develop the City's Community Safety and Well-Being Plan in 2020.

The process to develop the plan included:

- Identification of priority areas to address community needs.
- Identification of existing programs and services that support community safety and well-being.
- Community engagement to identify the assets, gaps and risks that exist in North Bay.
- Action planning to address priority areas.

The Plan was researched, developed, and finalized in consultation with a local CSWB Advisory Board (Gateway Hub Executive Committee), as set out in the legislation, and ultimately brought forward to Council and passed in June 2021.

In concurrence, the City of North Bay recognized the challenge to provide the time, expertise, and leadership to facilitate, guide, and execute the Plan alongside and with community partners, within the City's existing mandate and assigned roles. In the spirit of commitment and collaboration, the City of North Bay created a new and dedicated senior position to work with community, community leaders and associated organizations to foster and facilitate the Plan. The CSWB Planner position started April 4, 2022.

The Plan and Process

The Plan currently consists of 15 *Strategies* that identify 56 *Action Items* within 4 Priorities:

- Service Network
- Addictions
- Homelessness
- Mental Health

Once the Plan was adopted by City Council, as a first step towards Plan implementation, staff met with members of the Gateway Hub Executive Steering Committee (GHESC) to establish connection and commitment to the realization of the Plan and subsequent actions to follow. The City of North Bay, although mandated to write a Plan, does not have care or control over any one of the identified priorities, outside its arm's length association via funding and Board connection to DNSSAB and its delivery of social services. The GHESC was on record as the mandated advisory committee for the creation of the Plan, and a natural fit to provide the support, leadership, and collaborative execution of the planned actions.

Simultaneously, staff has continued to meet with, network, and strategize on a number of the CSWB Plan actions with community partners. These actions include, but not limited to:

- Conduct review of existing North Bay planning tables/committees.
- Join, attend, and provide Municipal perspective to primary Committee Tables.
- Review current Outreach programs.
- Review the Nipissing Service Collaborative website and opportunity for enhancement.
- Explore opportunities for service centralization and shared service delivery for the vulnerable and unhoused.
- Explore and understand the needle syringe program.

- Explore and understand Northern Pines, Suswin, and NPON housing projects
- Explore and understand the Mobile Crisis Program.
- CSWB liaise for community and business contacts on homelessness, addictions, and mental health issues.
- CSWB liaise for local human service agencies on homelessness, addictions, and mental health, and service coordination
- Community connection and collaboration with Property Standards Officer regarding unfit housing.
- Research and facilitate a collaborative community response for Addiction Treatment on Demand.
- Explore and understand community medical care, including Nurse Practitioners, Community Paramedicine, Community Based Medical Care, and intersections with North Bay Regional Hospital.
- Coordinate and establish greater connection between community based *front line triage medicine* and the North Bay Regional Hospital to better serve the vulnerable population, reduce barriers, and create service efficiencies.
- Where applicable, liaise community concerns with City of North Bay resources and action. Ie. Fraser Pedestrian Tunnel.
- Continue to network and meet with North Bay North Bay Human Service Agencies, Community Based Organizations, Justice Partners, and Learning Institutions.

Although not mandated, we have now established a *CSWB Advisory Group* of 15 human service and educational leaders to facilitate the implementation of the Plan and have begun to meet monthly. As the *Advisory Group* began to acclimate to the CSWB Plan in its current form, its volume, age, and current value came into question.

Research and consultations for the Plan occurred during the beginning of the pandemic in 2020, and much has changed since that time, including what appears to be a sharp rise in homelessness and addictions. The original priorities of Coordinated Services, Addictions, Homelessness, and Mental Health are still quite relevant; however, we should consider sharpening and re-focusing our efforts to reflect some of the current work that is ongoing and identify new actions, including longer term prevention models.

CSWB Plan Recommendations

A number of CSWB Plan *actions* are in motion, however, enhancements, edits, additions are being considered for the Plan to fully realize local efforts, as well as identify specific goals and opportunities that were either missed in the now dated research or have currently emerged as a local and systemic priority.

Examples include but not limited to:

1. Adopting the Adverse Childhood Experiences (ACE's)¹ Model system wide, in both *trauma informed care* to deal with the present, as well as upstream system wide programming for prevention in the future.
2. Exploring and advancing the Icelandic Model² for substance use, system wide. A theoretically grounded, evidence-based approach to community adolescent substance use prevention.
3. Adopt a community wide approach to housing, specifically, the collaborative adoption of *Built For Zero*³, and a system wide approach to end homelessness.
4. Promote and enhance The Gateway Hub Situation Table as a strong resource for immediate risk driven collaborative interventions/supports, and identification of emerging systemic issues and local risk data.
5. Continue to build, grow, and diversify the Nipissing Parry Sound Data Collaborative as a focal point for community data literacy, quality and standards, and a source of research/data support for future CSWB endeavors.
6. After review of the anticipated DNSSAB Housing Needs Assessment, begin municipal planning for mixed neighborhoods including medium and smaller lots, providing affordable housing opportunities.
7. The introduction and adaptation of a Violent Threat Risk Assessment model (VTRA)⁴ system wide.
8. Review and align local adaptations of *Harm Reduction* principles to reflect current best practices and evidence.

The CSWB Coordinator is currently working with the *Advisory Group*, to identify the specific changes and actions required to update and ratify our Plan and move to collaborative actions. The plan forward will be to identify essential needs and move to action, while considering more complex and time-consuming upstream actions simultaneously. In addition, the collaborative is poised to adopt a *Results Based Accountability Model – RBA*⁵,

¹ Adverse childhood experiences (ACEs) can have a tremendous impact on future violence victimization and perpetration, and lifelong health and opportunity. CDC works to understand ACEs and prevent them.

<https://www.cdc.gov/violenceprevention/aces/index.html>

² The Icelandic model is based on the collaboration of numerous parties, e.g. parents, teachers, community centers, and sports clubs in the immediate vicinity of children and young people, as it relates to the misuse of substances.

<https://planetyouth.org/the-icelandic-prevention-model/>

³ Built for Zero Canada is an ambitious national change effort helping a core group of leading communities end chronic homelessness - <https://bfzcanada.ca/>

⁴ The VTRA framework builds rapid communication between functional, multi-disciplinary, and multi-agency teams to quickly assess threat levels and determine appropriate interventions. Based largely in Schools, VTRA can be applied community wide. <https://www.ctipractices.com/j-kevin-cameron-bio>

⁵ RBA uses a data-driven, decision-making process to help communities and organizations get beyond talking about problems to taking action to solve problems. <https://clearimpact.com/results-based-accountability/>

as a data driven, decision making process, to guide talk to action.

The current CSWB Plan as it stands, is attached, and has been updated with progress to date. Much of the work has been accomplished in isolation of the Advisory Group as a collaborative and moved along within specialized working groups. To that end, the recent coming together of the new CSWB Advisory Group, although diverse and complex, is an essential achievement and necessary element for future success.

CSWB Roles

CSWB Planner – The City of North Bay only recently created a senior position to foster, guide, support, coordinate, and report on the adopted CSWB Plan. It should be noted, this is an entirely new position, and only following the creation and adoption of North Bay's CSWB Plan, City staff and Council understood the importance of the Community Plan and the need for its dedicated facilitation.

The CSWB Planner, limited in scope and authority amongst our Human Service Agencies, will encourage the service network to utilize their flexibility, innovation, and collective leadership to implement the Plan on behalf of North Bay residents and the community at large.

In addition to the CSWB Plan, the Planner role has been identified as a first point of contact for community concerns, issues, and opportunities relating to CSWB. This provides the occasion to better understand community needs, forge stronger community relationships, and the ability to action opportunities at the municipal level.

CSWB Advisory Group – The newly formed Advisory Group, comprised of community service leaders in various disciplines, are committed to the realization of the Plans vision and meets monthly. This senior leadership community collaborative, in addition to Plan implementation and action, will also be in a position to address emerging systemic issues by leveraging existing community tables to seek innovative solutions for collaborative action and execution. The successful stewardship and implementation of the Plan, will be accomplished through coordinated efforts to execute new collaborative approaches, based in evidence and data.

The City of North Bay (CNB) – In addition to championing the CSWB Plan, the CNB will also hold a senior position with the Advisory Group. The City of North Bay in its municipal role, will be responsible for collaborating with appropriate community resources to implement identified areas and associated actions where the city has a role.

In addition, and as one of its core functions, the CNB will continue to contribute to wellness, via its many parks, trails, sporting locations, green

spaces, and support of our local YMCA, as examples.

Mayor and Council – Mayor and Council, by resolution, have adopted the Community Safety and Well-Being Plan for the City of North Bay and its citizens.

Mayor and Council will receive updates as requested, adjust contributions as needed, lobby provincial/federal governments when/where required, and continue to champion the CSWB Plan in the community.

Mayor and Council can consider the CSWB Plan in decision making, with a view to align municipal plans with priority CSWB objectives.

Provincial/Federal Entities – The Ministry of Community Safety and Correctional Services led the creation and ultimate ascent of the safer Ontario Act into legislation, mandating Ontario Municipalities to create and execute CSWB Plans. In doing so, municipalities have identified a number of systemic issues and corresponding plans of collaborative action to mitigate the systemic issues locally.

In addition to collaborative change, and local adjustment from service providers, opportunities also exist for CSWB communities to collaboratively vocalize the need for specific funding requirements needed for priority CSWB actions. Based in evidence and data, and supported by Mayor/Council, systems leadership, and part of the collaborative direction of the CSWB Plan, Provincial and Federal entities will receive organized and unified request(s) when and where required.

Financial/Legal Implications

Corporate Strategic Plan

- | | |
|---|---|
| <input type="checkbox"/> Natural North and Near | <input type="checkbox"/> Economic Prosperity |
| <input type="checkbox"/> Affordable Balanced Growth | <input checked="" type="checkbox"/> Spirited Safe Community |
| <input checked="" type="checkbox"/> Responsible and Responsive Government | |

Specific Objectives

- Work with community stakeholders to enhance safety and integration throughout the City
- Facilitate and assist the community in having access to the broad spectrum of health services
- Encourage openness and diversity in the community for all residents
- Work with partners and stakeholders to identify and find solutions to streamline processes and remove barriers

Options Analysis

Option 1: That the Community Safety and Well-Being Plan Update be referred to the Community Services Committee for discussion.

Option 2: That the Community Safety and Well-Being Plan Update be received for information purposes.

Recommended Option

That the Community Safety and Well-Being Plan Update be referred to the Community Services Committee for discussion.

Respectfully submitted,

Name: Brent Kalinowski

Title: Community Safety and Well-Being Co-ordinator

I concur with this report and recommendation

Name Ian Kilgour, MCIP, RPP

Title: Director, Community Development and Growth

Name David Euler, P.Eng., PMP

Title: Chief Administrative Officer

Personnel designated for continuance:

Brent Kalinowski

Community Safety and Well-Being Co-ordinator

Table 1 CSWB Advisory Group

NORTH BAY CSWB ADVISORY GROUP		
Julie Cull	Director Social Services	Conseil scolaire de district du Nord-Est de l'Ontario
Mary Davis	Chief Executive Officer	Canadian Mental Health Association
Kathy Fortin	Executive Director	North Bay Indigenous Friendship Centre
Gisele Hebert	Executive Director	Children's Aid Society
Ian Kilgour	Director Community Services	City of North Bay
Joanne Koehler	Executive Director	Nijjaansinaanik Child and Family Services
Andrea Lucas	VP Mental Health and Addictions	North Bay Regional Health Centre
Serge Levac	Director of Education	Conseil scolaire catholique Franco-Nord
Catherine Matheson	Chief Administrative Officer	District Nipissing Social Services Administration Board
Alan McQuarrie	Executive Director	Community Counselling Centre
Paula Mann	Director of Education	Nipissing PS District Catholic School Board
Andrea Roberts	Chief Executive Officer	HANDS – The Family Help Network
Gay Smylie	Superintendent of Education	Near North School Board
Sue Rinneard	Executive Director	Crisis Centre North Bay
Scott Tod	Chief of Police	North Bay Police Service
Dr. Carol Zimbalatti	Associate Medical Officer	North Bay Parry Sound District Health Unit

Table 2 Primary Committee and Planning Tables attended by CSWB Coordinator

Primary North Bay Committee and Planning Tables	
1.	Nipissing Parry Sound Data Collaborative
2.	Built for Zero – Nipissing
3.	VTRA Planning Committee (Violent Threat Risk Assessment protocol)
4.	Unsheltered Hub Committee
5.	CSWB - Northern Ontario Community of Practice
6.	OMMSA - CSWB Provincial Community of Practice
7.	Addiction Recovery Pathway Working Group
8.	Systems Navigation Guide Working Group
9.	Safe Supply Committee
10.	Muskoka, Nipissing, Parry Sound Child Mental Health and Addiction Planning Table
11.	Nipissing Mental Health and Addiction Systems Planning Table
12.	CSWB Systems Leadership Group
13.	DNSSAB and City NB Housing Development Collaborative
14.	North Bay and Area Community Drug Strategy
15.	Clean, Green, and Beautiful / Neighborhood Watch
16.	Ontario Health Network – Health and Housing Working Group
17.	Overdose Prevention Site committee