



Community Safety and Well-Being Plan Supplement

BRENT KALINOWSKI
COMMUNITY DEVELOPMENT AND WELL-BEING

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Introduction

Since the adoption of North Bay's original Community Safety and Well-Being (CSWB) Plan in 2021, significant progress has been made in implementing its actions and strategies. Many initiatives outlined in the original plan have been successfully completed or are nearing completion, reflecting North Bay's commitment to fostering a safer and more connected community. In the wake of the pandemic and a rise in complex social issues—such as mental health challenges, substance use, and housing instability—the community's needs have continued to evolve. These shifts have underscored the importance of reassessing and adjusting the CSWB Plan to ensure it remains responsive, effective, and aligned with current realities.

It is worth noting that the progress made on the Community Safety and Well-Being Plan occurred despite the unprecedented challenges brought on by the global pandemic. The COVID-19 crisis caused widespread disruptions to services and supports, disproportionately affecting our most vulnerable citizens who rely heavily on consistent and accessible care. In response, organizations and community partners were required to pivot quickly, adapting their approaches and delivery models to meet emerging needs under rapidly changing circumstances. This included shifting to virtual platforms, developing new outreach strategies, and rethinking how to collaborate effectively while maintaining safety. Despite these obstacles, meaningful strides were made, underscoring the resilience, adaptability, and unwavering commitment of those involved in advancing community safety and well-being during a time of significant uncertainty.

As a result of this progress, and in response to the Regulations under the Community Safety and Policing Act 2019 requiring a review and revisions made within 4 years of the plan, a review of the original plan and current community needs has been completed and will form Part 1 of this supplement. Further, new and complimentary actions will supplement the original research and strategies, including a Municipal Chapter focusing on municipal roles and efforts, ensuring the plan remains responsive and aligned with current challenges and opportunities in the community.

This CSWB Plan Supplement will have a short life cycle, effective July 1 / 2025 to November 14/2026, mirroring the remaining term of office for the current Mayor and Council, and will still reflect much of the original plans research and direction. Moving forward, a more comprehensive community consultation, research process, and review of North Bay's current social climate will be necessary to inform the next CSWB Plan for 2027.

Community Safety and Well-Being Advisory Group (CSWB-AG)

The Community Safety and Well-Being (CSWB) Advisory Group is made up of 15 systems leaders and convenes on a bi-monthly basis to provide strategic leadership, guidance, and support for the implementation of the CSWB Plan. These meetings also serve as a forum to identify and discuss emerging issues, analyze trends, and engage in collaborative problem-solving. Bringing key stakeholders together fosters meaningful connections, facilitates knowledge-sharing, and strengthens coordinated responses across sectors.

The CSWB Advisory Group includes leadership from: Canadian Mental Health Association North Bay, Children's Aid Society, Municipality of North Bay, North Bay Regional Health Centre, Conseil scolaire catholique Franco-Nord, District Nipissing Social Services Administration Board, Community Counselling Centre, Nipissing PS District Catholic School, HANDS – The Family Help Network, Near North District School Board, Crisis Centre North Bay, North Bay Police Service, North Bay Parry Sound District Health Unit, North Bay Indigenous Friendship Centre, and Community Services Chair of North Bay Municipal Council.

Each agency played a vital role in shaping the Supplement by offering meaningful input, constructive feedback, and valuable contributions that reflect their unique perspectives and areas of expertise. This collective effort underscores the strong commitment to collaboration, shared accountability, and continuous improvement that drives the CSWB initiative forward in North Bay.

Community Safety and Well-Being Ad hoc Committee of Council (CSWB-AC)

In early 2023, Council introduced and passed a motion to formalize a Municipal CSWB Ad Hoc committee (CSWB-AC) of Council to structurally organize, explore, and advance Municipal CSWB concerns, ideas, and recommendations that relate to, or directly impact, core municipal operations. The 5-member Committee of Council meets quarterly and supported by the CSWB Planner and additional staff as required.

The main role of the CSWB-AC is to bring various Municipal roles, departments, perspectives together to understand and facilitate collaboration of municipal efforts, aimed towards the strategic direction on the implementation and monitoring of the CSWB Plan that are within the care and control of the municipality.

PART 1

2021 CSWB Plan Review

The original CSWB Plan, divided into 4 priorities and 15 strategies containing 57 action items, was adopted by Municipal Council in 2021, after extensive research and community consultations by the District of Nipissing Social Services Administration Board. The priorities were based on the top three identified community risks with another priority linked exclusively to service network improvements.

This section outlines the original CSWB Plan's priorities, corresponding strategies, and specific actions, along with brief progress updates and noted accomplishments where applicable.

Marking an action as *achieved* signifies that a measurable change has occurred—from the initial state to a new one—but does not imply that the work has ended.

Items marked *ongoing* refer to initiatives that are continuous in nature, where sustained effort is required to maintain or build upon progress.

Withdrawn actions are those that have been removed from the plan, due to shifts in priorities, feasibility, or relevance.

Deferred actions are those that have been intentionally postponed for future consideration, often due to resource constraints or the need to address prerequisites before proceeding.

Achieved	Action item has been accomplished with measurable change.
Ongoing	Action item has been started and is ongoing.
Withdrawn	Action item has been removed from the Plan.
Deferred	Action item has been deferred for future consideration.

CSWB Priority 1 : SERVICE NETWORK

Strategy 1: Ensure the service system and planning tables/ committees are coordinated and operating efficiently and effectively.

Actions	Progress	Output Indicators	Partners Needed
Through the Gateway Hub Executive Committee, service system organizations adopt a common purpose and vision for community safety and well-being in North Bay.	Ongoing	<ul style="list-style-type: none"> Alignment of purpose, resources, and outcomes Improved system coordination 	<ul style="list-style-type: none"> Service network
Conduct a review of the existing planning tables and committees, which includes: <ul style="list-style-type: none"> Membership Purpose/mandate(s) Outcomes 	Ongoing	<ul style="list-style-type: none"> Identification of gaps and duplications in work Identification of coordination opportunities 	
Explore the continued use of video conferencing and virtual connection for collaboration beyond the end of the pandemic.	Achieved	<ul style="list-style-type: none"> Video conferencing options available 	

Since the implementation of the Plan, there has been a notable increase in inter-agency collaboration. Agencies report a clearer understanding of each other's roles and how they can complement one another, often initiating contact to share ideas and explore collaborative opportunities. This improved coordination has also led to a deeper awareness of the complex, overlapping challenges that individuals and families face—many of which involve multiple risk factors and require the support of several agencies simultaneously.

The Community Safety and Well-Being Advisory Group (CSWB AG) has replaced the Gateway Hub Executive Committee and meets bi-monthly to steward the Plan and provide a space for networking and collaborative idea generation. In addition to fostering the Plan, the AG shares emerging initiatives and opportunities to collaborate further. A notable success over the Plan's lifespan has been the growing recognition of the value of collaboration, reflected in an increased willingness among partners to work together, break down silos, and align efforts to better serve the community.

A review of the existing planning tables and committees, although ambitious, was adapted and carried out informally with the Advisory Group, with direction to review agency committees and tables internally, reviewing attendance with agency and community priorities. This approach aimed to ensure that participation was purposeful and strategically aligned and with an intentional focus.

Video conferencing continues to be utilized for a variety of meetings and collaborations, however, a growing number of meetings are being held without a virtual option to return to in person and enhance meeting value.

Strategy 2: Create service directories that meet the needs of all citizens and improves service system navigation.

Actions	Progress	Output Indicators	Partners Needed
Determine a lead agency who will ensure that the various service directories are updated and consistent.	Withdrawn	<ul style="list-style-type: none"> • Identification of a lead agency 	<ul style="list-style-type: none"> • Service network
Enhance and regularly update the Nipissing Service Collaborative website (the NSC directory could also be incorporated into an information kiosk – see below).	Withdrawn	<ul style="list-style-type: none"> • Up to date online service directory 	
Develop and regularly maintain a hard-copy service directory.	Withdrawn	<ul style="list-style-type: none"> • Up to date hard-copy service directory 	
Explore the creation of a mobile app service directory.	Withdrawn	<ul style="list-style-type: none"> • Up to date mobile phone service directory 	
Explore the creation of a telephone service directory.	Withdrawn	<ul style="list-style-type: none"> • Up to date telephone service directory 	
Explore the creation of a kiosk-style directory service to provide in-person service navigation at various locations in the city (e.g. in malls).	Withdrawn	<ul style="list-style-type: none"> • Up to date in-person service directory 	
Promote all service directories in the community.	Withdrawn	<ul style="list-style-type: none"> • Service network promotional efforts 	

The actions associated to Strategy 2 have been *withdrawn* by the CSWB AG, as a simultaneous regional effort was being driven and directed by Ontario Health¹ and Nipissing Wellness². The directory service and partnership with Caredove³ is located on the Nipissing Wellness website and contains an extensive database of service providers.

Other factors for withdrawal of these actions include the existence of established directories such as [211](#) for community and social services, and [811](#) to get connected to Health Care.

¹ <https://www.ontariohealth.ca/>

² <https://www.nipissingwellness.ca/find-a-service/>

³ <https://about.caredove.com/>

Strategy 3: Increase community education and awareness around safety and well-being in the community.

Actions	Progress	Output Indicators	Partners Needed
Develop a communication strategy for communicating with the media and public on community safety and well-being (this includes reducing stigma and misinformation). The strategy should include the following components:	Ongoing	<ul style="list-style-type: none"> • A communications strategy. • Educational campaigns. • Media coverage. 	<ul style="list-style-type: none"> • Identify organizations in the service network to take this lead.
1. Increase community awareness of the services available in the community and link the public to the service directories and information kiosks (see strategy #2)	Withdrawn	<ul style="list-style-type: none"> • Education sessions. • Media coverage. 	
2. Promote “good news stories” of local service network successes.	Ongoing	<ul style="list-style-type: none"> • Sentiment score/rank. • Positive media coverage. 	
3. Provide public reporting on the progress of the CSWB Plan through report cards and interactive dashboards available on the CSWB website.	Ongoing	<ul style="list-style-type: none"> • The development of statistical dashboards with CSWB indicators and other relevant information and data. 	<ul style="list-style-type: none"> • Analysts, statisticians, and IT staff from network organizations.

Communication of the CSWB Plan and progress has been delivered to various community groups, organizations, and associations in North Bay, and there have been significant updates to the Municipal website for Community Safety and Well-Being making it easier to navigate for the public. This work is ongoing and will form part of the updated supplement starting on page 34.

Strategy 4: Enhance service and program delivery throughout the service network.

Actions	Progress	Output Indicators	Partners Needed
Explore opportunities for service centralization and shared service delivery following a hub or wrap-around model. This could include a centralized intake and common referral process.	Ongoing	<ul style="list-style-type: none"> • Single-point access for services. • Partnership(s). • Funding source. 	<ul style="list-style-type: none"> • Implementation Committee • Service network • Nurture North • Nipissing Mental Health Housing and Support Services • Hands The Family Health Network
Building on the planning work to date, systematically review all programs, services, and supports offered in the community with a view of improving service delivery for clients and citizens.	Withdrawn	<ul style="list-style-type: none"> • Similar programs are aligned and coordinated and gaps in services are filled. 	

Enable or expand existing data sharing agreements between network organizations so information, data, and knowledge can be shared and acted on collectively.	Achieved	<ul style="list-style-type: none"> • Data sharing agreements are in place for service delivery, and reporting. 	<ul style="list-style-type: none"> • Others as identified
With the above agreements in place, share 'by name' lists between organizations so the proper interventions and supports/ services can be put in place.	Achieved	<ul style="list-style-type: none"> • Vulnerable and hard-to-serve populations are being served effectively through coordinated and collective planning and service delivery. 	

Enhancing service delivery is an ongoing process. Current exploration of a wrap around hub model for homelessness, including day programming and 24 hour support is ongoing and will continue in the updated supplement. Supporting pieces such as the data sharing agreements included in HIFIS (Homeless Individuals and Families Information System), 'by-name' lists, and Coordinated Access are already in place to efficiently and effectively match needs for housing, all of which will continue in the future.

Although a systematic review of all programs was withdrawn by the Advisory group due to its over-all complexities and challenges, there has been an organic but significant alignment of services and supports amongst service providers in various areas that required collaborative alignment. One example includes the North Bay Police Service, Ontario Provincial Police, Anishinabek Police Service, Canadian Mental Health Association and the North Bay Regional Health Centre, who have partnered to develop a *Police-Hospital Transition* (PHT) Protocol Agreement.

With the Agreement being signed in June, 2025, each of the respective partners will participate in joint-training before rolling out the protocol in the fall of 2025. The PHT has been designed establish effective police-hospital transition for individuals that have been apprehended by police officers under the Mental Health Act and subsequently accompanied to a hospital emergency department for assessment and care. The intent of the PHT is to: 1) Improve outcomes for individuals apprehended by police under the Mental Health Act while respecting individual rights, including the right to privacy; 2) Improve transitions between police officers and hospital workers; and 3) Improve coordination and collaboration among partners involved in the transition.

In addition, the Plan's supplement will include a more targeted focus on aligning addiction pathways to ensure more effective, timely, and coordinated access to support, treatment, and recovery services. This alignment aims to reduce barriers, close service gaps, and promote

continuity of care for individuals struggling with substance use, while enhancing collaboration among health, social, and community partners.

Summary

Improved service network coordination and collaboration has been facilitated in part through a better understanding of CSWB and the forming of the Advisory Group, made up of systems leaders across a number of different sectors. Bi-monthly meetings provide opportunity for networking, sharing of information, collaborative problem solving, strategic planning, and understanding the implementation of the collaborative CSWB Plan.

2021	2022	2023	2024
9738	9174	7787	8128

NBPS calls for service : Social Disorder Calls

2021	2022	2023	2024
995	906	776	799

NBPS calls for service : Violent Crime

2021	2022	2023	2024
2926	2574	2278	1924

NBPS calls for service : Property Crime

A strong indicator of community safety and well-being is often reflected in police response trends and crime statistics. It is well understood that crime does not occur in isolation—rather, it is often a symptom of deeper-rooted social and economic issues such as poverty, addiction, mental health challenges, and lack of access to supports. Since the implementation of the Community Safety and Well-Being (CSWB) Plan, the community has experienced measurable progress in key public safety indicators, including a 34% reduction in property crime, a 20% reduction in violent crime, and a 17% decrease in social disorder-related calls for service. These positive trends suggest that upstream, collaborative efforts—addressing root causes and supporting individuals earlier—are having a meaningful impact. While this progress is encouraging, it is also clear that continued investment, innovation, and collaboration are needed to maintain momentum and further strengthen community safety and well-being.

CSWB Priority 2: ADDICTIONS

Strategy 1: Enhance addiction prevention and treatment programs, supports, and services and ensure these are culturally appropriate and inclusive.

Actions	Progress	Output Indicators	Partners Needed
Implement longer-term addiction programs.	Achieved	<ul style="list-style-type: none"> Decreased wait times for addictions programs, supports, and services. Decreased drug overdose and mortality. Decreased incidence response related to addictions and substance use. 	<ul style="list-style-type: none"> Health sector Addictions service providers Mental health service providers Others as identified
Expand the capacity of addiction services including the recruitment and training of staff.	Achieved		
Where addictions and mental health are presented together, ensure there is coordinated case-management between addictions and mental health service providers.	Ongoing		
Link individuals that have been discharged from addiction treatment programs to ongoing support programs.	Achieved		

Canadian Mental Health Association's (CMHA) residential treatment program has maintained its schedule length of 90 days, however, CMHA has initiated a follow up to that treatment up to two years in supported housing with connections to additional services as needed. The follow-up care centers around client goals and independence while providing or connecting supportive wrap around services, including mental health care and housing stability, to help meet their goals. Residential recovery treatment beds have also been increased from 22 to 47, (20 supportive addiction recovery beds, and 15 new residential treatment beds), in 2025.

Additionally, the North Bay Regional Health Centre increased Withdrawal Management Services capacity to better respond to the needs of the community. This ongoing work effort includes developing integrated care pathways between services to promote barrier free access to care with internal and external partners such as the Emergency Department, the Canadian Mental Health Association and Community Paramedicine.

Strategy 2: Implement additional harm reduction programs.

Actions	Progress	Output Indicators	Partners Needed
Align the addictions harm reduction efforts with the research being completed.	Achieved	<ul style="list-style-type: none"> Decreased drug overdose and mortality. Decreased incidence response related to 	<ul style="list-style-type: none"> Health sector Addictions service providers
Consider implementing the harm reduction recommendations outlined in the Consultant's future	Achieved		

report based on the research and work currently being undertaken.		addictions and substance use.	<ul style="list-style-type: none"> • North Bay Parry Sound District Health Unit • North Bay Police Service • OPP • Others as identified
Explore the implementation of a safer opioid supply program.	Achieved		

An Overdose Prevention Site (OPS) Task Force amongst various human services, including the Municipality of North Bay, was formed in 2021 with a goal to assess the feasibility of establishing an overdose prevention site services in Nipissing District. Several meetings and discussions were held over the course of the year, along with the sub-contracting of a social research consultant, who provided research, facilitated focus groups, and provided guidance along with a final report.

Although one could argue the need for an OPS as supported by the rapid increase of overdose related deaths in the region, the Provincial Government at the time was not supportive of the model, and the Task Force was unable to secure a lead agency, local funding dollars, and staffing to continue the conversation and determined an OPS site was not feasible in North Bay. The Task force had subsequently dissolved.

A Safer Supply committee had been formed in 2021 to discuss the feasibility of a safer supply program to North Bay that could provide a safe and legal drug supply to end users, avoiding the often tainted 'street' supply. Similar to the OPS efforts, lack of Provincial/Federal support for this program contributed to the acknowledgement that a Safer Supply program would not be feasible in North Bay, and the committee is currently inactive.

As an innovative harm reduction example, North Bay has become the 15th location across Canada to access a new smart, interactive vending machine that will give residents access to free health and wellness items 24 hours a day, 365 days a year. The North Bay Healthbox⁴ located outside the Health Unit on Oak Street, is a state-of-the-art vending machine that dispenses items chosen anonymously by individuals after normal business hours. Items inside the Healthbox include naloxone kits, HIV self-testing kits, wound-care, hygiene, and menstrual kits, safer substance use supplies and seasonal essentials such as ponchos, water bottles, socks, gloves and foil blankets.

Strategy 3: Build on and improve existing needle syringe programs.

⁴ <https://www.myhealthunit.ca/en/health-topics/our-north-bay-healthbox.aspx>

Actions	Progress	Output Indicators	Partners Needed
Determine a lead agency or lead agencies for the needle syringe program.	Achieved	<ul style="list-style-type: none"> • Reduced visibility of needles. • Increased public sense of safety. • Decreased incidence response related to addictions and substance use. 	<ul style="list-style-type: none"> • Health sector • Addictions service providers • North Bay Parry Sound District Health Unit • Others as identified
Increase the number of needle syringe drop boxes throughout the city.	Achieved		
Provide outreach services for needle syringe pick-up.	Achieved		
Offer education sessions in the community surrounding the proper disposal of needles/syringes.	Achieved		

The North Bay Parry Sound District Health unit (NBPSDHU) is the lead agency for the needle syringe program and continues to provide education sessions and public service announcements surrounding the proper disposal of needles/syringes to both the public and end users.

3 Needles/Syringe drop boxes (mailbox style) are located at Community Counselling Centre, Aids Committee of North Bay, and the Health Unit on Oak Street. A growing number of smaller, wall mounted needle/syringe boxes have been placed in and outside of Municipal washrooms, and outside City Hall.

In addition, the Municipality of North Bay has reviewed and enhanced its process for needle/syringe pick up on public property on its website for reporting and response and continues to be diligent in day-to-day operations in the removal of discarded drug paraphernalia, and now logging locations of found needles/syringes in the Municipal GIS (Geographic Information System) to help pinpoint those hotspots and determine areas in need of disposal bins. Municipal staff are actively collaborating with the Health Unit to develop unified solutions, address emerging issues, and coordinate efforts in responding to identified hot spots.

Strategy 4: Create a nursing street outreach program.

Actions	Progress	Output Indicators	Partners Needed
Explore program details surrounding nursing street outreach with the view of implementation.	Achieved	<ul style="list-style-type: none"> • Increased sense of physical and mental health. • Decreased drug overdose and mortality. • Decreased incidence response related to 	<ul style="list-style-type: none"> • Health sector • Addictions service providers • EMS Community Paramedicine • Others as identified
Establish nursing street outreach program documentation and secure resources.	Withdrawn		
Implement a nursing street outreach program that could include wellness checks. Street	Withdrawn		

nurses would have naloxone kits and be linked with the local needle syringe program.		addictions and substance use.	
Offer street health clinics.	Achieved		

The Mobile Nurse Practitioner (NP) Pilot Program was implemented in April 2021 for a period of nine months (Provincial Emergency Pandemic Funding) and intended to connect vulnerable and unattached (orphan) populations to primary care and other services through the provision of mobile health clinics.

Simultaneously, the Nipissing Community Paramedicine Program, based in North Bay, had been growing and sharing a similar demographic and mission, providing: Community Clinics, Wellness Checks, Point of Care Testing, Immunization, and Priority Populations Outreach, negating the need for an overlapping nursing street outreach program.

Summary

2021	2022	2023	2024
39	79	166	60

CMHA Addiction Treatment Waitlist

2021	2022	2023	2024
399	263	184	191

Number of Reported Overdoses by Year in Nipissing Parry Sound

2021	2022	2023	2024
50	40	49	30

Number of Overdose Deaths by Year in Nipissing Parry Sound

2021	2022	2023	2024
327	289	338	339

North Bay Police Service Data : Drug Offences

All things considered, Addiction program waitlists have in fact increased since 2021, with a spike in 2023. This larger spike can be attributed to an intake back log that occurred during COVID and the treatment facility having to operate at reduced capacity in 2020, 2021, and part of 2022.

One could also attribute the unrealized *Northern Ontario Addiction Centre of Excellence* project that failed to materialize and respond to the rising numbers. The Provincially funded Lakeshore Drive project was to provide an additional 53 addiction treatments beds and open in 2023, but after several delays, Ontario Health terminated the funding and project late in 2024.

Subsequently, Ontario Health has since transferred the responsibility and remaining funds for addiction treatment to Canadian Mental Health Association and North Bay Regional Health Centre, increasing residential recovery treatment beds from 22 to 47, (20 supportive addiction recovery beds, and 15 new residential treatment beds activated in 2025), more than doubling the existing capacity to help address the waitlists.

Reported overdoses and overdose deaths in the region have declined since 2021. Reported overdoses are down 52% (399-191), and Overdose deaths have declined 40% (50-30)⁵, since 2021. Although there is a sizeable statistical improvement, our collaborative goal is to reduce these numbers entirely. Every overdose represents a real person, a life disrupted, a family impacted, a community changed. While we do appreciate and acknowledge statistical progress, we must never lose sight of the fact that even one overdose is one too many.

⁵ Source: Office of the Chief Coroner, Ontario. (2024). OCC Opioid related deaths by CSD 2018-2024Q3. [XLSX]. <https://odprn.ca/occ-opioid-and-suspect-drug-related-death-data/>

CSWB Priority 3: HOMELESSNESS

Strategy 1: Discover and implement a community approach to successfully house vulnerable individuals with a focus on cultural appropriateness and inclusivity.

Actions	Progress	Output Indicators	Partners Needed
Review various housing approaches including Housing First to determine the best approach to implement in North Bay. This would include identifying the existing housing stock that could be dedicated for the selected approach.	Achieved	<ul style="list-style-type: none"> Decreased homelessness. Improved access to housing for the homeless population. Increased linkages to supports and services required by the homeless population. 	<ul style="list-style-type: none"> Housing and homelessness sector Support and outreach service providers Housing providers (non-profit and private landlords) Others as identified
Establish program documentation and secure resources.	Deferred		
Implement a pilot program for the selected community approach.	Deferred		
Implement a permanent program (if successful).	Deferred		

Housing First models have demonstrated significant success in addressing chronic homelessness by prioritizing stable, permanent housing as the initial step in recovery, rather than requiring individuals to meet preconditions such as sobriety or employment. Numerous studies have shown that this approach leads to higher housing retention rates, improved physical and mental health outcomes, and reduced use of emergency services and law enforcement resources. By providing immediate access to housing along with supportive services tailored to each individual's needs, Housing First programs have proven more cost-effective and humane than traditional models. Cities and countries that have implemented this model at scale, such as Finland and several major U.S. cities, have seen substantial reductions in homelessness, validating Housing First as an evidence-based and transformative solution to one of society's most persistent social challenges.

Currently, the locally applied housing model, by and large, requires individuals to demonstrate sobriety and abstinence as a condition for entry into supportive housing programs. This approach, often rooted in traditional treatment-first philosophies, assumes that individuals must achieve a certain level of personal stability—particularly in terms of substance use—before being deemed “housing ready.” While this model may work for some, it creates significant barriers for others, particularly those experiencing chronic homelessness, co-occurring mental health and substance use disorders, or trauma.

A common concern among providers and community members is that allowing individuals who are not sober into congregate living environments could jeopardize the recovery and stability of those who are sober. This belief often fuels resistance to adopting lower-barrier approaches like Housing First in shared living settings. However, it's important to note that Housing First models do not disregard the need for safety or structure; instead, they emphasize individualized support, harm reduction, and choice—often through scattered-site housing or careful pairing in shared settings—to mitigate risks while maintaining inclusivity.

Evidence from Housing First programs across North America and internationally has consistently shown that individuals housed without preconditions related to sobriety are not only more likely to remain housed, but many also voluntarily reduce substance use and engage in treatment once their basic needs are met. This challenges the assumption that abstinence must precede housing, and underscores the importance of flexibility in designing programs that can meet people where they are. In rethinking the local model, it's critical to balance the valid concerns of those in recovery with the proven effectiveness of lower-barrier, person-centered housing solutions that offer a pathway out of homelessness for even the most marginalized individuals.

The substantial investment in the Northern Pines Supportive and Transitional Housing Campus operates in those traditional treatment-first approaches, which have proven effective for many participants. The 60-bed facility is now nearing completion, despite earlier delays due to supply chain issues and the temporary repurposing of Phase 3 into a *Winter Warming Centre*⁶. With the final phase soon to be operational, there is growing interest to then explore a Housing First model through a small-scale pilot project, signaling a potential shift toward more flexible, low-barrier housing solutions in the future.

Strategy 2: Increase the supply of transitional and supportive housing units to meet the demand.

Actions	Progress	Output Indicators	Partners Needed
Conduct a needs assessment to determine the amount of transitional and supportive housing units needed (supply & demand).	Achieved	<ul style="list-style-type: none"> Decreased homelessness. Improved access to housing for the homeless population. Increased linkages to supports and services 	<ul style="list-style-type: none"> Housing and homelessness sector Transitional and supportive housing providers City of North Bay
Monitor the transitional housing projects currently under development (Northern Pines, Suswin Village).	Achieved		

⁶ <https://www.baytoday.ca/local-news/the-cold-hard-facts-about-last-winters-warming-centre-10726529>

Explore innovative funding opportunities and creative partnerships to support the development of additional transitional and supportive housing units (as needed).	Achieved	required by the homeless population.	<ul style="list-style-type: none"> • District of Nipissing Social Services Administration Board • North Bay Indigenous Friendship Centre • Others as identified
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A comprehensive housing needs assessment was undertaken by District Nipissing Social Services Administration Board (DNSSAB) and the final report was released in 2024.⁷

Northern Pines and Suswin Village are transitional and supportive housing projects in North Bay. Both projects were monitored for progress and currently operational. Suswin Village is a culturally based 30 bed supportive and transitional home, operated by the North Bay Indigenous Friendship Centre. Northern Pines is a 60 unit transitional and supportive housing campus that ranges from congregate living to small apartments, based on needs, personal growth, and progress. Northern Pines is operated by Crisis Centre North Bay and funded by District Nipissing Social Services Administration Board. Both housing projects are at, or near capacity.

The Intergenerational Housing Project, a unique collaborative targeting mature adults, is a new tenancy model in North Bay that will have older adults and post-secondary students from Canadore College live together in two apartment buildings that are next to each other. This multi-generational cohabitation project is a partnership between Canadore and the District of Nipissing Social Services Administration Board to expand supported housing in North Bay. The 61 two-bedroom units located on Commercial Street opened in 2025.⁸

Strategy 3: Increase the supply of affordable housing units to meet the demand.

Actions	Progress	Output Indicators	Partners Needed
Conduct a needs assessment to determine the size and types of affordable housing needed.	Achieved	<ul style="list-style-type: none"> • Decreased homelessness. 	

⁷ <https://www.dnssab.ca/housing-services/reports/>

⁸ <https://www.cbc.ca/news/canada/sudbury/canadore-college-students-seniors-roommates-1.7446465>

Increase rental subsidies to enhance affordability in the private market.	Ongoing	<ul style="list-style-type: none"> Improved access to housing for the homeless population. 	<ul style="list-style-type: none"> Housing and homelessness sector Housing Providers (non-profit and private landlords) City of North Bay Others as identified
Explore innovative funding opportunities and creative partnerships to support the development of additional affordable housing units (as needed).	Achieved		

DNSSAB and its partners continue to maximize limited funding to expand local rental subsidy programs in response to growing housing needs. However, social support levels have not kept pace with the rapid rise in rental costs. As a result, DNSSAB continues to advocate strongly to the provincial government for increased funding to create more Rent-Geared-to-Income (RGI) opportunities and to raise social assistance rates to better reflect current housing market realities and help recipients cover basic living expenses.

The Municipal Housing Action Plan⁹ was created in response to the growing housing crisis, as an innovative response to incentivize building within existing infrastructure and identify changes the Municipality can make to drive transformational change regarding land use planning and development approvals, with the goal to accelerate housing supply. The Municipal Housing Action Plan, supported by the Federal Housing Accelerator Fund¹⁰ and approved by council in April 2025¹¹, will allow 3 additional dwelling units (ADU) within the urban settlement area, make municipal lands available for housing, expand the housing target area, increase permitting efficiencies, and reduce parking standards. Financial incentives include 100% municipal fees and development charge rebates, 50% towards professional housing unit design, and 75% of expenses, up to \$25,000 per unit to incentivize the creation of varied housing types, including the missing middle, non-market, and market rental housing throughout North Bay.

DNSSAB's Residential Housing Renovation Program¹² also provides incentives in the form of forgivable loans, for up to \$50,000 to eligible homeowners to create an additional dwelling unit in the homeowner's primary residence or on the property lot, where permitted by the municipal by-laws. Over the loan's term, the intention is to have the homeowner provide an affordable rental to an eligible tenant of their choosing.

⁹ <https://northbay.ca/our-community/housing-in-north-bay/housing-pledge-housing-action-plan/>

¹⁰ <https://www.cmhc-schl.gc.ca/media-newsroom/news-releases/2025/helping-build-more-homes-faster-north-bay>

¹¹ <https://www.baytoday.ca/local-news/city-updates-streamlines-housing-regs-to-tap-into-fed-fund-10499333>

¹² <https://www.dnssab.ca/housing-services/homeownership/>

Through strategic policy enhancements and a focus on internal operational efficiencies in the Building and Planning Department, the Municipality of North Bay exceeded its 2023 housing targets. This work qualified the Municipality for a \$400,000 allocation from the Provincial Building Faster Fund¹³, which will further support the development of housing-enabling infrastructure.

Strategy 4: Expand and coordinate outreach programs.

Actions	Progress	Output Indicators	Partners Needed
Review current outreach programs in the community (staff, purpose, target population, hours of operation, etc.).	Achieved	<ul style="list-style-type: none"> Decreased homelessness. Improved access to housing for the homeless population. 	<ul style="list-style-type: none"> Housing and homelessness sector Outreach service providers Others as identified
Explore opportunities to further increase outreach services to meet identified service gaps.	Achieved	<ul style="list-style-type: none"> Increased linkages to supports and services required by the homeless population. 	
Coordinate day programming for homeless.	Ongoing		

After review of Outreach Services in the community, a gap was identified in the evening hours and on weekends. Outreach, by in large, was delivered Monday through Friday, 8-4. As a result, the Municipality supported a pilot project (P.O.S.T.- *Peer Outreach and Security Team*) that paired an outreach worker from True-Self¹⁴ with a security guard, providing both outreach and visibility after hours and weekends in 2023.

The pilot proved successful with positive feedback from the business community. Team members and user groups identified more could be accomplished with two outreach workers, and that change was made in 2024. Still under the acronym POST, but now correctly referred to as *Peer Outreach Support Team*, the Outreach team no longer has a security element. The service was subsequently absorbed and funded by DNSSAB and operates 8am-8pm weekdays, and 10-6 on weekends.

Outside of the *winter warming/cold weather* programming, Day programming for the unhoused remains as a need for the community and also identified in DNSSAB's Homelessness System Review and Feasibility Study¹⁵ that was released in 2024. This action remains as a priority within

¹³ <https://news.ontario.ca/en/release/1004300/ontario-rewards-north-bay-with-400000-for-exceeding-2023-housing-targets>

¹⁴ <https://nfn.ca/true-self/>

¹⁵ <https://www.dnssab.ca/housing-services/reports/>

the plan and will be captured in the supplement under a *24/7 Shelter and Housing Support Centre*.

Summary

2021	2022	2023	2024
300	N/A	N/A	531

DNSSAB and Partners Nipissing Point in Time Count (PiT)

2021	2022	2023	2024
N/A	170	210	314

Homeless Individuals and Families Information System, North Bay (HIFIS)

Although a number of positive steps have been taken regarding housing and homelessness, numbers continue to rise. Point in time Counts¹⁶ of homelessness have been conducted in 2021 and 2024, as per direction from Reaching Home: Canada’s Homelessness Strategy, and the numbers reveal a 77% increase persons identifying as homeless in Nipissing District from 2021-2024. It is important to note, the PiT counts include *emergency shelters, unsheltered, public institutions, hidden homeless*, as well as those that are *transitionally housed* in Nipissing District. Of the 531 individuals identified as homeless in the 2024 PiT, 477 are located in North Bay.

The observed increase can be attributed to a range of interrelated factors, beginning with the data collection methods implemented in 2024, which were significantly more comprehensive compared to previous years. In addition to improved methodology, several systemic challenges have contributed to the current National homelessness crisis, including: the ongoing opioid epidemic, a persistent shortage of government-supported social housing, escalating rental rates and housing costs, and the profound effects of the global pandemic, which resulted in the temporary closure of numerous service providers. Collectively, these factors and others, have exacerbated housing instability and contributed to the growing prevalence of homelessness across the country.

Developed by the Government of Canada, Homeless Individuals and Families Information System (HIFIS)¹⁷ is a Homelessness Management Information System (HMIS) that is designed to

¹⁶ <https://housing-infrastructure.canada.ca/homelessness-sans-abri/resources-ressources/point-in-time-denombrement-ponctuel-eng.html>

¹⁷ <https://housing-infrastructure.canada.ca/homelessness-sans-abri/hifis-sisa/index-eng.html>

support the day-to-day operational activities of Canadian homelessness service providers. As a comprehensive data collection and case management system, HIFIS enables participating service providers within the same community to access, collect, and share local real-time homelessness data to ensure individuals and families accessing services are prioritized and referred to appropriate services at the correct time.

The 45% change in HIFIS data from 2022-2024 in addition to the range of interrelated social factors, also reflects better efforts in outreach and data entry, as well as a focus on data cleaning efforts instituted in 2024.

CSWB Priority 4: MENTAL HEALTH

Strategy 1: Enhance access to mental health programs, supports, and services and ensure these are culturally appropriate and inclusive.

Actions	Progress	Output Indicators	Partners Needed
Expand the capacity of mental health services for adults including the recruitment and training of staff.	Achieved	<ul style="list-style-type: none"> • Decreased wait times for mental health programs, supports, and services. • Decreased suicide rate. • Decreased incidence response related to mental health. • Increased client/ community satisfaction of mental health services. 	<ul style="list-style-type: none"> • Health sector • Mental health service providers • Addictions service providers • Others as identified
Expand the capacity of mental health services for children including the recruitment and training of staff.	Achieved		
Where mental health and addictions are presented together, ensure there is coordinated case-management between mental health and addictions service providers.	Ongoing		
Link individuals that have been discharged from mental health programs to ongoing support programs.	Ongoing		
Ensure the larger public establishments are welcoming and inviting to those with mental illness (i.e. reduce the associated stigma).	Ongoing		

The North Bay Regional Health Centre (NBRHC) advanced a number of initiatives that contributed to expanded capacity during this Plan cycle. Examples include strengthened Eating Disorder programs and a launch of a regional Gender Diversity and Neuropsychiatry clinics which offer timely access to diagnostic assessments and care recommendations tailored to individual needs. Through medical and psychological supports, the clinics address mental health concerns upstream, promoting optimal outcomes with the support of qualified, trauma informed and supportive care providers.

In terms of recruitment and retention of staff, NBRHC has made gains with their Health Human Resources (HHR) since coming out of the pandemic, including a new Child & Adolescent psychiatrist. While some roles, typically highly specialized ones, remain difficult to fill, the Mental Health & Addictions program at the hospital is currently operating within normal HHR parameters.

NBRHC employs a range of strategies to ensure patients and families receive coordinated, high-quality care including centralized access to services, simplifying referrals by eliminating the need to determine the appropriate program. Care for patients with complex needs is supported through case conferences involving multiple external providers, while internal program

meetings provide a forum to address quality, safety, and best practices. Additionally, system-level meetings with external partners focus on reviewing care pathways, overcoming access barriers, and collaborative problem-solving.

Ongoing collaboration between the Canadian Mental Health Association (CMHA) and community partners continues to play a vital role in reducing the stigma surrounding mental health. These joint efforts focus on raising awareness, promoting open dialogue, and fostering a more supportive and informed community. Mental Health Week further strengthens this commitment by highlighting the importance of mental wellness through a dedicated day of education and engagement for both community members and service agencies. This initiative provides valuable opportunities to share knowledge, build understanding, and encourage compassionate conversations around mental health.

Strategy 2: Increase psychiatric and primary care services.

Actions	Progress	Output Indicators	Partners Needed
Conduct a review of the waitlist demand for psychiatric care and primary care (i.e. family doctors and nurse practitioners) services.	Withdrawn	<ul style="list-style-type: none"> Increased sense of physical and mental health. Decreased suicide rate. Decreased incidence response related to mental health. 	<ul style="list-style-type: none"> Health sector Mental health service providers Others as identified
Explore opportunities to increase capacity for psychiatric care. This may include the recruitment of additional psychiatrists.	Achieved		
Explore opportunities to increase capacity for primary care. This may include the recruitment of additional family doctors and/or nurse practitioners.	Ongoing		

The recruitment of a number of new psychiatrists has contributed to program stabilization as well as program development at North Bay Regional Health Centre. In addition to new Psychiatrists in General, Child, Forensic and Rehabilitative Psychiatry, the hospital has been able to increase access adopting a continuous quality improvement philosophy, where data, patient feedback, adverse incidents and staff ideas are actively tracked and reviewed for improvement.

The hospital also offers a Continuing Care Program that offers ongoing preventative physician and nursing support, including metabolic monitoring for individuals who have been diagnosed with a psychotic disorder and do not have access to medical care.

On the prevention side, NBRHC launched a recent partnership with the District of Nipissing Social Services Administration Board to pilot an inter-collaborative care model that employs a Nurse Practitioner across both services (community paramedicine and specialized geriatric

services) intending to optimize care for older adults in the community, preventing unnecessary hospitalization, enhancing care transitions and supporting navigation to specialty services.

Victoria Order of Nurses (VON) and the North Bay Regional Health Centre collaborated to create a nurse practitioner clinic, created in partnership with the Children's Aid Society (CAS) of the District of Nipissing and Parry Sound. The clinic provides families receiving services through CAS with much-needed access to a primary healthcare provider. Timely access to critical services helps mitigate risk factors associated with health, education and lifestyle that could otherwise lengthen stabilization or recovery time for families. The nurse practitioner is also able to provide the complete physical assessments that are required within 72 hours for children who newly enter CAS care, avoiding potentially long and stressful visits to the emergency room. The new clinic space is co-located at Elmwood Youth Hub with other CAS programs and services.

Strategy 3: Expand the Mobile Crisis Service.

Actions	Progress	Output Indicators	Partners Needed
Increase the hours of operation to provide services 24 hours per day and 7 days a week.	Achieved	<ul style="list-style-type: none">• Decreased suicide rate.• Decreased incidence response related to mental health.	<ul style="list-style-type: none">• Health sector• North Bay Regional Health Centre• North Bay Police Service• North East LHIN• Others as identified
Expand the number of Mobile Crisis Service teams based on peak demand hours.	Achieved		

The Mobile Crisis team consists of a uniform police officer and a Mental Health nurse was established in North Bay as a pilot project in 2014. The team provides support to individuals experiencing mental health crises, offering immediate assistance, safety planning, follow-up visits, and connections to community support services. Following the success of the pilot, the model was adopted as a permanent program. The model has since been increased to two full time teams operating at peak hours, 7 days a week, and a third nurse has been deployed, following up with clients through out the week. Call volumes and service demand have not justified a 24-hour operation at this time; however, this will continue to be monitored for future consideration.

Summary

Data Source	2021	2022	2023	2024	Variance
North Bay Police Service: Attempt/Threat/Suicide calls for service	425	231	196	232	45% reduction
North Bay Police Service: Mental Health Act calls for service	568	535	254	235	59% reduction
North Bay Police Service: Mobile Crisis Team calls for service	n/a	n/a	781	788	Negligible
Canadian Mental Health Association: Case Management Waitlist		262	325	250	Negligible

Despite rising social challenges, we have seen encouraging signs of progress in our community's mental health response. The North Bay Police Service has reported a decrease in both Mental Health Act apprehensions and suicide-related calls for service since 2021—an important shift that may reflect the positive impact of early intervention and expanded support networks. At the same time, Mobile Crisis Team responses and waitlists for case management at the Canadian Mental Health Association have remained stable in that same time frame, demonstrating system resilience even in the face of increasing complexity. Access to outpatient psychiatry at the North Bay Regional Health Centre has also improved significantly, with most individuals now being seen within three months, an important step forward from historical wait times that reached up to 24 months.

While these improvements are promising, they also serve to highlight that the work is far from finished. The stability we see in some areas does not yet represent a comprehensive solution, particularly for populations that remain underserved or face barriers to timely, appropriate care. The updated supplement to our Community Safety and Well-Being (CSWB) Plan places a stronger emphasis on youth mental health and upstream approaches—strategies that prioritize prevention, early support, and community-based services before crises emerge. By continuing to build these supports, especially for young people, the intent is to not only maintain the progress achieved, but to expand it, creating a more proactive, equitable system that addresses root causes and fosters long-term well-being.

Part 2

2025 CSWB Survey

The original CSWB survey, first conducted in 2021, was re-issued in March 2025 with the aim of identifying any shifts in responses to the original questions. Conducted over a six-week period, the updated survey received 980 responses—down from 3,038 respondents in 2021—but still representing a good sample size for comparative analysis. Overall, the side-by-side comparison of questions and responses revealed a high level of consistency, with only a few notable deviations. Those deviations include:

Have you ever been Made to feel unsafe in North Bay? (Yes)

2020 - 83.65%

2025 -79.27%



Overall, how would you describe your mental health? (Good, Very Good, Excellent)

2020-78.33%

2025- 80.88%



How would you describe your feelings of belonging in North Bay? (Very Strong, Strong)

2020-43.5%

2025-48.05%



Have you ever experienced discrimination in North Bay? (Yes)

2020-29.38%

2025-35.87%



A comparison of the survey results reveals a noteworthy trend: despite ongoing social challenges and increasing economic pressures in the community, perceptions of Safety, Mental Health, and Belonging in North Bay have shown improvement. Specifically, these responses increased by 4.38%, 2.55%, and 5%, respectively, indicating a positive shift in community sentiment in these key areas.

Also of significance is the reported increase in experiences of discrimination among respondents, which rose by 6.49% compared to the 2020 survey. This upward trend highlights the need for continued efforts to address issues of equity, inclusion, and systemic barriers. The increase underscores the importance of ongoing dialogue, education, and policy initiatives aimed at creating a more inclusive and respectful environment for all residents.

BEYOND THE PLAN

In addition to the initiatives outlined in the CSWB Plan, a number of significant projects, initiatives, collaborative efforts, and strategic goals have been achieved that fall outside the original scope of the plan. These accomplishments reflect not only the community's adaptability but also its proactive approach to responding to emerging issues, evolving priorities, and unforeseen challenges.

Many of these efforts arose from agencies own internal priorities, grassroots initiatives, cross-sector partnerships, and the collective drive of community stakeholders to fill gaps and address pressing needs that were not initially identified within the formal framework of the CSWB Plan. From the launch of targeted pilot programs to the establishment of new service models and infrastructure investments, these undertakings illustrate the dynamic nature of community safety and well-being work, and the importance of maintaining flexibility within strategic planning, allowing space for innovation and responsive action

Some examples of these efforts include:

North Bay Regional Health Centre	Specialized Geriatric Clinic (SGC)	The North Bay Regional Health Centre's new Specialized Geriatric Clinic 'leverages access to the right care in the right place at the right time' for an estimated 5,000 older adults living with complex and chronic health concerns in Nipissing District. Website
	Cartier Facility	North Bay Regional Health Centre's (NBRHC) Cartier facility is a 40-bed unit located at 111 Cartier Street in North Bay, providing 24-hour care to people who require specific medical and therapeutic services in a supportive environment, before transitioning home or to a new living destination. More Info
Children's Aid Society	140 Elmwood	Elmwood is a vibrant community space dedicated to providing comprehensive support and services for children, youth and families in North Bay. All programs and services are designed to foster growth, health, and well-being through a variety of innovative offerings and partnerships, including a

		community kitchen, gymnasium, bookable meeting spaces, and a variety of collaborative programming, including a partnership with VON and the North Bay Regional Health Centre that provides a Nurse Practitioner for youth in care. https://140elmwood.ca/
DNSSAB	Peer Outreach and Support Team (POST)	Following the successful Municipal pilot of Outreach and Security, DNSSAB has now taken over funding and deployment of POST for North Bay, operating 8am-8pm.
	Clinical Access Mobile Partnership (CAMP)	CAMP is a customized and outfitted Van providing mobile clinics and healthcare directly to communities across Nipissing, and in partnership with community agencies wishing to partner and utilize the service. CAMP is equipped with specialized medical equipment, staffed by trained paramedics to deliver medical and social services on the go.
	Nipissing Renovates	A DNSSAB program providing financial assistance up to \$25k in the form of a 10 year forgivable loan to help low income households with critical home repairs and accessibility modifications.
	Home Ownership Program	The Homeownership Program provides down payment assistance of up to 10% of the purchase price to eligible households. This assistance is in the form of a 20-year forgivable loan.
	EarlyON	EarlyON Child and Family Centres at 9 locations in North Bay provide parents and caregivers with a warm, welcoming and inclusive environment for children in the early years. It is the goal to provide families with access to high quality services and support them in their role as their children's first teachers, enhance their well-being, and enrich their knowledge about early learning and development. EarlyON Centres are dedicated to supporting the relationships between families and their children by giving them a

		place where they can come together and engage in positive, meaningful experiences. https://www.dnssab.ca/childrens-services/earlyon-child-family-centres/
Near North District School Board	Coaching Boys to Men - NNDSB Partnership with Crisis Centre North Bay	Coaching Boys to Men is a program that seeks to involve male athletes and coaches in conversations about healthy relationships, consent, mental health, and building safer and more supportive athletic and recreational cultures. Through a service agreement, NNDSB schools hosted Coaching Boys to Men where facilitators trained coaches with mentor staff to prepare them to teach the 12 carefully planned lessons that were delivered during athletic practice sessions to equip coaches with the knowledge and skills needed to lead productive and positive conversations that are open, honest, and respectful.
	Bullying Prevention and Intervention Plans	NNDSB Published a new Bullying Prevention and Intervention Plan that promotes student centered data to inform the plan and set in-year goals and actions to visibly decrease incidents of bullying and increase a safe, inclusive and positive school culture. Build knowledge and application among staff and students re: Safe Schools Framework concepts in relation to school-specific Bullying Prevention and Intervention Plans.
	Development of the SAFER SCHOOLS Reporting Tool	As an additional step to ensuring safe, welcoming, and inclusive environments, NNDSB continues to reinforce and advertise the SAFER SCHOOLS Reporting Tool. This tool is just one way for parents, students or community members to reach out regarding a concern for student safety, particularly as it relates to bullying or discrimination. NNDSB encourages anyone with a concern to reach out to their school principal, or any trusted adult, however, this reporting tool offers an anonymous reporting online option for those individuals not comfortable providing contact information. The information is received by the school principal for further investigation

		and resolution. The SAFER SCHOOLS Reporting Tool is on the home page of the NNDSB website.
	Code of Conduct applied to School Climate	<p>Participating in the expansion of the vape detector pilot project to all of North Bay's secondary schools including learning how to use the Zeptive app and dashboard, and supporting the education of staff, parents and students in all aspects related to vaping through PA Day content, information booths at school open houses, webinars and workshops.</p> <p>Working with staff, students and school communities to specifically look at the impact of student cell phone use, to identify trends related to student distractions and the ability to concentrate in the classroom environment</p>
HANDS The Family Help Network	Hands and OUTloud removing barriers to Mental Health	A new partnership between HANDS TheFamilyHelpNetwork.ca and OUTloud is bringing enhanced mental health support to LGBTQ2S+ youth in North Bay. Beginning in April 2025, a crisis worker from HANDS is available on-site at OUTloud one evening per week. This initiative is designed to provide immediate emotional support, assist with navigating mental health services, and foster a safe, inclusive environment for youth seeking help.
North Bay Parry Sound District Health Unit	Community Well-Being Dashboards	<p>These dashboards are the result of a partnership between the Muskoka, Nipissing, and Parry Sound Child and Youth Planning Table (MNPSCYPT) and the Muskoka, Nipissing and Parry Sound Data Collaborative (MNPSDC).</p> <p>The dashboards are being built based on a community well-being framework that identifies domains from which to create and measure indicators of well-being across the districts of Muskoka, Nipissing and Parry Sound.</p>

		<p>The purpose of these dashboards is to facilitate access to a suite of measurable population health and well-being indicators through ongoing collaboration and capacity building. This will in turn ensure local data is usable and accessible consistently among community partners and also available to the public.</p> <p>The dashboards are located on the Health Unit website.</p> <p>https://www.myhealthunit.ca/en/community-data-and-reports/community-well-being-dashboards.aspx</p>
	The Basics	<p>The Basics Nipissing-Parry Sound is a region-wide initiative run by a coalition of local organizations. The goal is to encourage and support parents of infants and young children to engage in five evidence-based and simple practices which promote positive early childhood development.</p>
North Bay Police Service	Community Engagement Officers	<p>NBPS created 2 positions to address emerging community needs, connect with community, Problem Oriented Policing.</p>
	Traffic	<p>Dedicated Full time Traffic Officer and targeted traffic initiatives.</p>
	Safe Streets Initiative	<p>Periodic initiatives targeting open drug use, panhandling,</p>
	Downtown Store Front Office	<p>North Bay Police have taken steps to increase police presence in the North Bay's downtown core.</p> <p>In addition to increasing foot patrol and officer presence, a new operational hub for officers on Main Street will be available to support their work while patrolling downtown</p>
	529 Garage	<p>529 Garage is a bike registry and recovery system that helps deter bike theft. It's a free program that connects riders with each other, and alerts them if a bike is reported stolen or missing. The program also connects with local police departments and can help in the recovery of stolen bikes.</p>

		https://project529.com/garage
	Bait Bike	NBPS launched a bait bike program to combat increasing bicycle thefts. Equipped with a tracking device and monitored, Police are well positioned to retrieve the bike when stolen and arrest those responsible.
Conseil scolaire de district du Nord-Est de l'Ontario Near North District School Board Nipissing Parry Sound District Catholic School Conseil scolaire catholique Franco-Nord	Violent Threat Risk Assessment (VTRA)	<p>The Violence Threat Risk Assessment (VTRA) Protocol is a collaborative process used by North Bay schools and other agencies to assess and address potential threats of violence. It involves a multidisciplinary team that evaluates the risk posed by a student or individual (real time) and determines the appropriate and timely interventions to ensure the safety and well-being of everyone.</p> <p>More info</p>
	Mental Health Literacy Classes	For the 2024–2025 school year, mental health literacy lessons were implemented across all 4 school boards (Grades 7,8,10) that focused on enhancing students’ understanding of mental health, reducing stigma, and encouraging early help-seeking. These lessons incorporated interactive activities and discussions to build emotional awareness, coping strategies, and resilience.
	PreVenture Program	The PreVenture program has been implemented to support students regarding mental health and substance use issues. This evidence-based program provided targeted, skill-building workshops to promote healthy decision-making and emotional regulation.
	Right Time, Right Care Initiative	North Bay school boards and HANDS have started moving forward with the Right Time, Right Care initiative. This is a partnership between School Mental Health Ontario, The Lead Agency Consortium, The Knowledge institute on Child and Youth Mental Health and Addictions, and Children's Mental Health Ontario, to develop a collective vision for how schools and community-based child and youth

		mental health organizations can collaborate to provide a coordinated and cohesive system of care that works for children, young people and families.
	Screening, Brief Intervention, and Referral to Treatment (SBIRT)	Regulated school-based mental health professionals, clinical managers, and mental health leaders have completed SBIRT training. SBIRT (Screening, Brief Intervention, and Referral to Treatment) is an evidence-based approach that helps identify and support students at risk for mental health or substance use issues. The training includes practical skills like motivational interviewing to guide early intervention and connect students to appropriate care.
Canadian Mental Health Association of North Bay	The Kindness Project	This week-long celebration is powered by CMHA North Bay and District to drive mental health awareness and positive change through random acts of kindness. Kindness lowers stress, releases happy chemicals in our brains, and helps build stronger communities. https://www.kindnessprojectnorth.ca/
	Brief Intervention Case Management (BICM) Walk-in Pilot Project	This new initiative is designed to assist with managing the waitlist for long-term, community-based case management by providing immediate, short-term support for individuals in need, bridging the gap between immediate support and long-term case management. The service offers: <ul style="list-style-type: none"> · On-site support without an appointment from a dedicated Case Manager · Advocacy, assistance with referrals, and help addressing immediate needs · Flexible, as-needed Mental health support and guidance for enrolled clients
Crisis Centre North Bay	RentSmart	Crisis Centre North Bay is recertifying staff in RentSmart and facilitating community group sessions, equipping tenants and landlords with the knowledge and tools needed for

		successful tenancies.
Municipality of North Bay		The City of North Bay's CSWB contributions 'Beyond the Plan', are contained in the Municipal Chapter starting page 37.

Part 3

CSWB Plan Supplement 2025

This supplement to the original Community Safety and Well-Being (CSWB) Plan builds on the foundation built together over the past three years. Shaped through continued collaboration with the CSWB Advisory Group and informed by both our achievements and the lessons we've learned, this update reinforces the shared commitment to meaningful, ongoing progress in the areas that matter most to our community.

Reflecting on the evolving needs and emerging priorities since the development of the 2021 CSWB Plan, this supplement is a balance of current priorities and upstream initiatives that place a stronger emphasis on youth and mental health support, school safety, improved access to addiction treatment, affordable housing, and an augmented response to homelessness. Through continued collaboration, we are working toward a safer, healthier, and more connected community, one where everyone has the opportunity to thrive.

Strengthen Governance and Public Reporting

Action: Consolidate the CSWB Advisory Group to oversee the Plan's implementation and strengthen strategic communications across partner agencies.

Lead: City of North Bay

Outcome: Establish regular meeting schedules to enhance the sharing of information to assist with system collaboration and fostering of the CSWB Plan Supplement.

Action: Develop and maintain public reporting dashboards on the CNB website to track and communicate progress of CSWB initiatives.

Lead: City of North Bay

Outcome: Launch and update dashboards quarterly.

Building a Food-Secure North Bay

Action: Support the coordination amongst Community Food Program providers to enhance efficiencies, communication, and collaboration.

Lead: North Bay Parry Sound District Health Unit

Support: Others as required

Outcome: Develop and maintain an updated food programs schedule and hold a Food Insecurity Event for Human Service partners and community.

Improve Access to Adult Addiction Treatment

Action: Assess and optimize addiction treatment pathways across service providers to ensure a seamless, coordinated continuum of care.

Lead: Canadian Mental Health Association

Support: North Bay Regional Health Centre, Community Counselling Centre, others as needed

Outcome: Common understanding and agreement amongst stakeholders what the treatment continuum looks like and what specific actions are required for an implementation plan.

Enhance Homelessness Responses and Housing Solutions

Action: Develop a 24-7 Shelter and Housing Support Centre based on DNSSAB's 2024 Hub feasibility study, ensuring a housing-focused, collaborative service delivery model.

Lead: District Nipissing Social Services Administration Board

Support: Municipality of North Bay, Crisis Centre North Bay, others as needed.

Outcome: Low barrier access to 24hr shelter and integrated services and pathways to housing and all other social determinates of health.

Action: Explore innovative ideas, funding opportunities, and partnerships to support the development of additional affordable housing units.

Lead: District Nipissing Social Services Administration Board

Support : Municipality of North Bay

Outcome: One new affordable housing initiative per year.

Strengthen Youth Programming and Mental Health Support

Action: Collaborate with community partners to attain Youth Wellness Hub Ontario (YWHO) status with the Provincial Government at Elmwood.

Lead: Children's Aid Society

Support: CSWB AG membership

Outcome: YWHO status secured, and youth services expanded at Elmwood.

Action: Advance coordinated fundraising efforts and collaborative partnerships to develop a specialized youth medical wing at Elmwood, dedicated to mental health and addiction services.

Lead: Children's Aid Society

Support: CSWB Advisory Group Membership

Outcome: Medical Wing is built and staffed, providing essential mental health and addiction support for our youth.

Action: Establish, promote, and execute the collaborative Planet Youth Model for youth substance use prevention in North Bay.

Lead: North Bay Parry Sound District Health Unit

Support: CSWB AG Membership, Children Youth Planning Table Membership

Outcome: Community awareness of model/associated data, and implementation of interventions to meet community goals, as demonstrated by the Planet Youth Action Plan.

Action: Build community awareness of, and capacity around, addressing Adverse Childhood Experiences (ACEs) and their link to lifelong health.

Lead: North Bay Parry Sound District Health Unit

Support: Child and Youth Planning Table Membership, others as required

Outcome: Increased understanding amongst agencies and community of how adversity and toxic stress impact health behaviours and outcomes.

Enhance School Safety and Student Support

Action: Strengthen and expand the Violent Threat Risk Assessment (VTRA) model in schools by increasing knowledge and collaboration among community partners.

Lead: Conseil scolaire public du Nord-Est (Near North School Board, Nipissing-Parry Sound Catholic District School Board, Conseil scolaire catholique Franco-Nord)

Support: CSWB AG Membership, others as required

Outcome: Conduct annual VTRA training sessions and finalize community response protocol.

Part 4

MUNICIPAL CHAPTER

The Integral Role of Municipalities in Community Safety, Well-Being, and Quality of Life.

Municipalities traditionally play a fundamental role in shaping the safety, well-being, and overall quality of life in their communities through the delivery of essential services. Core functions such as infrastructure and maintenance, public works, waste management, water and wastewater systems, and local public transit are the physical and operational foundation upon which safe and healthy communities are built. Well-maintained roads, accessible park space, clean drinking water, and reliable transportation directly impact residents' day-to-day safety and wellness.

In addition to these foundational services, municipalities directly influence the conditions in which people live, work, and connect through land use planning, zoning, housing policy, and urban design. Decisions in these areas shape everything from walkability, cycling, and access to green space, to the creation of new neighborhoods. Strategic investments in public spaces, recreation, and active transportation not only enhance livability but also promote social inclusion, public health, and environmental sustainability, all vital components of long-term community well-being.

As the level of government closest to the people, Municipalities are uniquely positioned to understand and respond to local needs. While they may not be the primary providers of health, social, or justice services, they serve as essential conveners, collaborators, and advocates. Municipalities can play a critical role in bringing stakeholders together, aligning efforts, and promoting integrated responses to local social issues that are informed by lived experience.

Increasingly, municipalities are being called upon to address broader aspects of community safety and well-being issues that are complex, interrelated, and often beyond the scope of any single organization, including their own. While municipalities operate within their legislated mandates and areas of expertise, changing public expectations and the emergence of multifaceted social challenges demand more proactive and collaborative responses, such as Community Safety and Well-Being Plans.

Although municipalities are required under legislation to develop and implement a Community Safety and Well-Being (CSWB) Plan, they do not have the authority to direct the resources or actions of external stakeholders. Recognizing this, the City of North Bay has made a strategic investment in a dedicated CSWB planning resource. This role serves as a central point of coordination, supporting internal alignment among municipal departments and strengthening

external relationships with community agencies, Indigenous partners, service providers, and fostering the development of a coordinated, collaborative, forward-looking plan that is grounded in both community needs and collective action.

Through this adaptive approach, the Municipality remains rooted in its core responsibilities while demonstrating the flexibility to pivot when and where necessary, working alongside partners in areas that may extend beyond traditional municipal functions. These strategic collaborations are essential to building effective, timely, and sustainable responses to the complex and dynamic issues facing North Bay today.

Some examples of Municipal Community Safety and Well-Being contributions include, but not limited to:

Municipality of North Bay	Municipality of North Bay Strategic Plan	The Municipality of North Bay Strategic Plan (2017-2027) guides staff in their work and Council in their decisions. The Strategic Plan priorities that includes <i>Spirited and Safe Community</i> , are considered in the development and writing of all reports to Council to ensure the priorities are considered for implementation on a consistent basis. https://northbay.ca/city-government/mayor-council/north-bay-strategic-plan/
<i>Attached to operating Capital Budget for scheduled implementation</i>	North Bay Parks Master Plan	The North Bay Parks Master Plan guides the long-term planning of outdoor park spaces, including enhancement to existing parks across the city. https://northbay.ca/our-community/parks-playgrounds-trails/parks-master-plan/
	North Bay Active Transportation Plan	The Active Transportation Master Plan provides the necessary framework for planning, upgrading, and developing the city's active transportation system over the next 20 years. (2019-2039) https://northbay.ca/our-community/active-transportation/master-plan/
	Downtown Waterfront Master Plan	The Downtown Waterfront Master Plan (DWMP) capitalizes on ways to improve connections between the downtown and the waterfront. By reflecting North Bay's Indigenous history in meaningful ways and creating new centres of activity, a vibrant downtown & waterfront will be maintained year round. https://northbay.ca/our-community/downtown-waterfront-master-plan/

	Bellevue Park Playground (2024)	The play structure replaced existing equipment and features fully accessible portions and an engineered wood fibre play surface, ensuring fun for all abilities. The new accessible paved path and shade tables enhance the park's accessibility for everyone.
	Rotary Playground (2024)	The nautical-themed downtown playground features two free-standing play structures and includes an accessible rubber safety surface, sensory play centre, seating areas, lighting and landscaping.
	North Bay Community and Recreation Centre (2025-)	The \$63 million net carbon zero project marks a significant milestone for the community, promising modern and accessible spaces to support recreation and wellness for decades to come.
	Upgraded Parking Lot Lighting (2023-2025)	Upgraded lighting to Municipal Parking Lots, facilities, pedestrian walkways, Veterans Field Sports Lighting, and the Fraser Street pedestrian tunnel.
	Walkways, Trails, Parks, Beaches, Recreational Facilities.	The Municipality continues to contribute to the well-being of the community in the development and maintenance of 34km of trails, 73 parks, 20 playgrounds, 43 beach access areas, as well as number of recreational facilities and sporting fields.
	2023 Peer Outreach and Security Team Pilot (P.O.S.T.)	Recognizing a need, the Municipality funded a pilot program that paired an Outreach Worker and Security Guard to be in the downtown area to support patrons, business owners and the vulnerable community. The Pilot led to District Nipissing Social Services Administration Board leading and funding the outreach component of the model and the subsequent expansion of the outreach throughout the district. The Municipality continues to fund the security component.
	Waterfront and Municipal Amenities Security Presence	From the P.O.S.T. pilot, the Municipality has invested in a 2-member security team has been deployed 10am-8pm daily during the months of May-October. The team monitors the Volleyball Courts, Basketball Courts,

		Splash pad, Transit Station, Museum, City Hall, associated washrooms, and the Heritage Railway/Carousel, All-Wheel Skate Park and Rotary Playground providing an active and visible security presence with links to Outreach services and Police.
	Support for Youth and Elmwood Expansion	In November 2024, Municipal Council unanimously agreed to support a \$200,000 financial request from the Children's Aid Society of Nipissing and Parry Sound, to help develop a clinical and social services wing at Elmwood Youth Centre.
	Aquatic Centre Partnership	The Aquatic Centre was built and owned by the Municipality and leased to the YMCA. Through an operating agreement, the YMCA manages and programs the day-to-day operations and programming.
	North Bay Canada Place	Canada Place on North Bay's waterfront is a gathering space that was created to celebrate Canada's 150th anniversary. Located on Memorial Drive, across from the pedestrian underpass, overlooking Lake Nipissing, the project includes a walkway, seating areas, gardens, Canadian Flag, and a Nipissing First Nations Flag, acknowledging the original caretakers of these lands, and to celebrate diversity and inclusion in our community.
	Partnership with Heritage Gardeners	The North Bay Heritage Gardeners are a volunteer-based organization dedicated to horticulture and waterfront beautification.
	Partnership with Clean, Green and Beautiful	Clean, Green, Beautiful North Bay is a community-driven, volunteer powered initiative, partially funded by the Municipality, dedicated to enhancing the beauty and sustainability of the City.
	Summer Programming	The Municipality of North Bay has partnered with Elmwood Community Hub to provide Youth <i>Summer Programming</i> weekdays, 10-6, on site. No fee's.
	After School Program	The Municipality runs after-school programs at three locations across North Bay, offering a safe and supportive environment for ages 7

		to 12, to stay active, enjoy nutritious snacks, explore their creativity through arts, and get help with their homework. No fees.
	Summer Concert Series	The Municipality and its partners present a series of free outdoor evening summer concerts throughout June, July and August for the community to experience.
	Arts and Culture Nights	The North Bay Arts and Culture Nights is a series of free Arts and Culture activities held at the Kiwanis Bandshell and selected venues across the City on Tuesday nights. This initiative is aimed at providing the public an opportunity to discover and engage with diverse forms of art and cultural experiences and performances through interactive or passive participation. https://northbay.ca/our-community/festivals-events/north-bay-arts-culture-nights/
	Adding Municipal resources and change of work hours in DIA and Waterfront Support (2025)	To enhance coverage for cleaning, maintenance, and staff accessibility, City Parks added resources and implemented 12 hr shifts, 7 days a week in the Downtown and Waterfront.
	Leveraging existing infrastructure	Installation of paved multi-use courts on existing outdoor rinks at: West Ferris Lions Park, Graniteville Playground, Circle Lake Playground.
	Bourque Playground Pickle Ball Courts (2024)	In response to the growing popularity of pickleball, the Municipality took proactive steps to support active living and community recreation by resurfacing eight courts at the Bourke Playground. This investment not only enhances the playability and safety of the courts but also reflects a broader commitment to promoting accessible and inclusive recreational opportunities for residents, fostering social connection, physical activity, and a vibrant community culture that encourages healthy lifestyles for people of all ages and abilities.
	Digitization and GIS Tracking	Municipal response to needles and sharps clean up is now digitized and tracked on the

	(2025)	Municipal Geographic Information System (GIS) to identify hotspots and help direct future resources/focus. A similar application is also being developed for graffiti.
	Multi Use Recreational Courts (2022)	The Multi-Use Recreational Courts located behind the North Bay Transit Terminal opened in April of 2022 and features one full-size court and one half-size court. Painted lines currently accommodate basketball but could accommodate other sports in the future depending on the needs.
	North Bay Kiwanis All Wheel Park (2024)	The All-Wheel Park features a plaza-style concrete skatepark, pump track, social/event plaza and container washrooms. The entire All-Wheel Park is accessible with seating areas, lighting, and landscaping.
	Accessible Picnic Tables (2024-25)	Accessible picnic tables have been installed in Omischl Sports Complex, Champlain Park, Sunset Park, Armstrong/Olmstead Beach, Lee Park, 2 at the waterfront, and 3 at the all-wheel skate park.
	Accessible Playground Olmstead Beach (2021)	The playground features wide ramps for wheelchair access, and paved pathways connecting the boat launch, playground, beach, gazebo, washrooms and new accessible parking. The city's second beach accessible mat has been installed at the beach, providing those using wheelchairs or who have other mobility issues greater access to Trout Lake.
	Sunset Beach Accessible pathways (2021)	Paved pathways, accessible parking, and an accessible playground, make Sunset Beach and area more inclusive for all visitors. The pathway connects the boat launch, playground, beach, gazebo, and washrooms.
	Public Art	North Bay is a community that appreciates and supports creative diversity, and Art in public spaces influence and fosters a sense of place and community pride, creating a strong sense of collective identity. The Public Art Advisory Committee and the City of North Bay work together to foster public art projects such as: Lakeshore Overpass Banners, Champlain and Sunset Park Panel Art Project, Public Art Traffic Box Project, and the Lamp Post wrap and large Scale Mural at the All-Wheel Skate Park.

MUNICIPAL PLAN

In addition to the collaborative efforts with service partners and community stakeholders in the main body of the Plan, the Municipality of North Bay has also placed an intentional focus on internal goals and improvements that support Community Safety and Well-Being (CSWB) within the scope of our traditional roles and responsibilities over the next 18 months. This includes integrating CSWB principles into core municipal functions, ensuring that the way we plan, deliver, and maintain services contributes meaningfully to a safer, more inclusive, and resilient community.

Strengthen Truth and Reconciliation Efforts

Action: Engage meaningfully with Indigenous communities by promoting the Truth and Reconciliation Calls to Action, fostering open dialogue, and acknowledging Indigenous histories and worldviews.

Outcome: Enhanced relationship with our indigenous community

KPI: Number of initiatives implemented in partnership with Indigenous communities.

KPI: Number of cultural competency and anti-racism training sessions conducted.

Municipal Programming

Action: Continue to undertake efforts to identify partnership opportunities to expand accessible, low- cost/no-cost, barrier-free recreational programs that support community well-being.

Outcome: Identified programs that are inclusive, equitable, and accessible recreational activities that meet the diverse needs of North Bay's population and promotes physical, emotional, and social well-being.

KPI: New recreational activities implemented.

Improve Transportation Accessibility for Youth

Action: Research and assess the feasibility and options to improve transportation accessibility for youth in North Bay.

Outcome: Complete a feasibility analysis by August 31/2025

KPI: Identify at least one option for Council consideration.

Expand After School Programs

Action: Expand and enhance after-school programming to provide safe and engaging spaces for youth.

Outcome: Increased accessibility and attendance for after school programs

KPI: Increase program enrollment by 25% within two years.

Enhance Community Safety through Environmental Design

Action: Offer and actively promote training on Crime Prevention Through Environmental Design (CPTED) principles to select Municipal Staff and Community Professionals.

Outcome: Increase number of Municipal and community partners exposed to the methodology and execution of CPTED principles.

KPI: 5 Municipal Staff are exposed to CPTED principles and training.

KPI : 15 Community Professionals are exposed to CPTED principles and training.

Action: Conduct CPTED based audits **of municipal parks, beaches, playgrounds, trails, and recreational spaces** to identify and implement necessary upgrades/improvements, using CPTED principals.

Outcome: Completed assessment reports with recommended improvements and implementation timelines.

KPI: Complete three CPTED based audits per year.

Action: Review existing process and research best practices to develop an effective and efficient **Graffiti/Tagging Response**.

Outcome: Efficient protocol including public reporting and timely removal of graffiti in public spaces.

KPI: 90% of reported public graffiti removed within 48 hours.