DISTRICT OF NIPISSING SOCIAL SERVICES ADMINISTRATION BOARD

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

Community Asset Mapping

DNSSAB Project Team

May 25, 2021

This report is one of a series which taken together, form North Bay's Community Safety and Well-Being Plan.

Contents

Executive Summary

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

Conducting a community asset mapping exercise involves identifying and mapping North Bay's CSWB service delivery network. This includes identifying the network organizations and the connections between them to gain a better understanding of the underlying network structure, and their programs/ services, strategies, and community planning tables/committees that are an important part of the structure. Combined with the information and data gathered from other areas of the planning including the literature review and community consultations, the asset mapping helps to identify community strengths and resources to build upon going forward, while also revealing any barriers, gaps or duplications in the service network and opportunities for coordinating and aligning resources.

The mapping has identified an extensive service network in North Bay comprised of about 70 organizations that deliver programs and services relevant to community safety and well-being. Based on survey results from participating organizations (62.5% of the network) the service network is highly integrated and complex, as evidenced by strong, multi-sectoral collaboration through a minimum of 1,475 connections between the various network organizations. Based on key network measures and statistics a number of the organizations occupy a central position in the network and have a strong influence on the system. These organizations can play a large role in implementing the CSWB Plan in areas such as system coordination, information and knowledge sharing and general communications.

The asset mapping also identified over 70 planning tables and committees in North Bay adding another layer of connections, relationships, and community planning activity that influences network performance and community outcomes. While many of these tables/ committees are already working on addressing safety and well- being issues in the community, the CSWP Plan offers a checkpoint to see if there are opportunities for improved coordination and alignment between the tables/ committees to facilitate plan implementation and improve community outcomes.

While many of the organizations participating in the asset mapping survey are satisfied with the level of collaboration in the network some are not satisfied for reasons that include not having a common agenda or purpose; a lack of system coordination; organizations operating in silos; a lack of accountability and measures of progress/ outcomes; a general lack of communications; and participation issues. These issues will need to be addressed in the implementation phase of the CSWB Plan to leverage the network to its full potential and maximize collective impact to achieve the plan's outcomes.

1.0 Introduction

1.1 Background

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

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

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

1.2 Purpose

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

The mapping exercise will help to inform the development of North Bay's CSWB Plan and implementation. Specifically, the asset mapping objectives are to:

- Identify community strengths and resources to build upon going forward, while also revealing any barriers, gaps or duplications that need to be addressed for successful plan implementation.
- Provide further insights into North Bay's service delivery system and the underlying network structure in terms of collaboration, referrals, relationships, and how connected the network is.

- Help to develop community strategies for matching the community response to the need and coordinating local resources – two of the plan's intended outcomes.

2.0 Methodology

2.1 Description

Conducting the community asset mapping exercise involved determining the organizations to include and collecting and analyzing survey information and data from the organizations to meet the objectives above. The methodology for these activities is described in the following sections.

2.2 Target Population/ Organizations

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

Applying the above methodology, 72 organizations were identified and selected for the asset mapping exercise (see Appendix 1 for list of organizations).[1] It can be noted that nearly two-thirds (45) of the organizations are either primary or secondary members of the Gateway Hub while the remaining 27 organizations deliver services /programs in various sectors relevant to community safety and well-being.

For general reference and classification purposes the above organizations were grouped by sector based on a general understanding of the organization's programs and services, and their primary area of focus. However, this is somewhat of an arbitrary assignment as many of these

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[1] This is considered a strong representation of the organizations in North Bay that are involved in community safety and well-being in some way. However, the list of organizations is not exhaustive and could be expanded to include other organizations. By most measures these are the main organizations and sectors that intersect with community safety and wellness and the majority of the system players. Additionally, organizations not included in the mapping exercise - for example, some of the individual faith-based groups and childcare centres - have provided input into the CSWB Plan through other surveys and focus groups. (Note: churches and faith-based organizations are included in the mapping as a general category-not on an individual basis).

organizations span multiple sectors and touch down in a number of different areas relevant to community safety and well-being (see also, Survey Limitations).

2.3 Survey

In order to obtain the information and data necessary to map the service system the above organizations were surveyed through the *CSWBP Asset Mapping Survey.*[2] The asset mapping survey was designed to establish the level of collaboration and referral pathways between the organizations, and the organization's representation and reach on various planning tables and committees. The survey also identifies how the organizations share information, their satisfaction with the current level of community collaboration, and the various services/ programs and strategies that aim to increase community safety and well-being in North Bay. This will help to show the structure and level of integration of the service network and the extent to which organizations are connected, collaborate, and working to address community safety and wellness in North Bay.

The asset mapping survey can be accessed on the City website at the following link:Community Safety and Well-Being Plan | City of North Bay. The survey provides reference and context, and is the source of information and data generated for this report. The survey consisted of 16 categorical questions that were spread across three areas: respondent contact information, social network structure and mapping, and programs/ services and strategy inventory. The majority of the questions were closed-ended and consisted of dichotomous and multiple choice (check boxes) questions. There were also a few open-ended questions where respondents could answer in their own words to provide more detail in the given subject area.

2.3.1 Connections between Organizations

To map and analyze the service delivery network consisting of the organizations described above, it is necessary to establish the connections between them. This was done by asking the survey respondent whether their organization collaborates with, and/or refers clients to, other organizations and if so, to indicate which organizations from a list that was provided. Effectively this provides the data to establish the connections between organizations to facilitate the social network analysis and mapping.

For the purpose of the research and survey, 'collaboration' has a broad working definition that applies to the respondent's organization working with other organizations around a common purpose or goal. This can include referring (or accepting) clients; coordinating service/program delivery; sharing information and data; participating in joint planning sessions; attending meetings; general communications; funding; or any combination of these. Thus, based on the above definition there is a collaborative relationship between the organizations although the details and specifics of the collaboration and relationship are unknown. Having said that, in most cases the survey respondents indicate that their organization also refers clients, so referrals are

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[2] The organizations were also sent a second survey, the *CSWBP- Strategic Plans and Existing Research* survey to inform the literature review. See sub report, *Review of Community Safety and Well-Being Literature and Strategic Plans in North Bay* for survey results.

commonly an underlying component of the various collaborative relationships in the service network. Additionally, network connections are established through the various community planning tables and committees the respective organizations sit on (see Community Planning Tables and Committees). [3]

2.3.2 Survey Implementation and Participation

The asset mapping survey was implemented electronically through Survey Monkey and the survey link was sent to the 72 target organizations mentioned earlier (and listed in Appendix 1). The survey was open for a five-week period from December 17 to January 20 although this included a one-week extension to try and increase the relatively low response rate at the time.

Of the target group above, 45 organizations responded to the survey giving a 62.5% response rate, although some of the surveys were incomplete.[4] The table below shows the number of completed surveys received by sector:

Table 1. Surveys completed

Sector	Surveys, #
Correctional Services	2
Economy/ Business	2
Education	5
Emergency Response/Services	5
Employment	2
Environment	1
Food Security	2
Health	4
Housing & Homelessness	6
Indigenous Services	3
Municipal Services	1
Social/ Family Services	12
Total	45

In terms of sector representation there was a survey response across the 12 sectors although some sectors have higher representation than others. As noted earlier however, many of these organizations span multiple sectors which needs to be considered when interpreting the above survey representation. Additionally, as noted in the list of organizations (Appendix 1), there are a relatively small number of organizations in some sectors to begin with including correctional

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[3] In such an extensive network with over 70 community organizations, establishing more detail and specifics around the nature of the collaboration and relationships between the various organizations would be an extensive undertaking and research project all on its own. The intention of the research for this initial study is to establish the extent to which organizations are 'collaborating' with each other -based on the broad definition- and establish the connections between them to facilitate network analysis and a better understanding of the service delivery system.

[4] For the asset mapping survey, 53 surveys were received but this includes eight surveys that were either redundant (i.e., same organization) or incomplete.

services, the economy/ business, employment, environment, and municipal services. In the case of these smaller sectors the organizations that have responded to the survey are considered an adequate representation of those respective sectors.

2.4 Data Collection and Analysis

The raw survey data was exported from Survey Monkey into Excel where it was cleaned, manipulated, and reformatted for importing into other analytical software. These include Tableau, for additional data exploration, analysis and presentation, and Gephi, open- source software designed for analysing and visualizing social networks.

To establish the degree of collaboration and connections between the respective organizations, the respondent chose the organizations they collaborate with from a pre-populated list of community organizations. For those who indicated that they also make client/ citizen referrals, the respondents chose the organizations they refer to from the same list. (Note: the list contained the names of 78 organizations/ groups and an 'other' category. Included in the list were most of the organizations who were sent surveys and also others who were not sent surveys).[5] Although a number of these organizations did not complete the asset mapping survey as mentioned previously they appear in the network analysis as organizations that are collaborated with and/or referred to, by the organizations that completed the survey. These collaborations will be shown as *directed* (non-reciprocal) relationships in the network as it unknown from the organizations that did not complete the survey if the collaboration is *undirected* (reciprocal /mutual) or not.

To examine community planning bodies (survey questions 7 and 8), survey responses were revised and standardized. Survey participants entered the names of tables/committees as free-form text (survey question 8), often calling the same planning body by different names. An effort was made to standardize the planning bodies' by searching their names and members online and relying on the DNSSAB project team's knowledge. Emails were also sent out to repeatedly named planning bodies in order to confirm the activity status and membership of those tables/committees. In a small number of cases, survey answers were modified where a confirmed table/committee membership conflicted with a survey response. Additionally, responses referring to membership on a Board were filtered out to stay consistent with planning tables and committee. After revision, 150 planning bodies reported in the survey were reduced to 76 unique planning tables/committees[6].

The general data analysis of the survey results consists of common statistical techniques to describe the survey observations and findings. These include data exploration and the use of

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[5] There are minor differences between the organizations that were sent surveys and those appearing in the survey's pre-populated list. For example, the list included three separate departments for the DNSSAB and for analysis and reporting purposes the results have been combined under the one organization. Additionally, churches /faith-based organizations were included in the list as a general group but were not sent surveys individually. The Ministry of Children, Community and Social Services (MCCSS), ODSP, and Youth Justice Services were all included in the list but surveys were only sent to the later two ministry divisions. Finally, although the Community Drug Strategy participated in the survey it was not included in the list of organizations. See also, footnotes, 8, 9.

[6] The Mayor's Round Table on Mental Health and Addictions was not included in this group of planning tables/ committees as it is not currently active.

tables, charts, and statistical summary measures to describe the various frequency distributions of the survey questions. Social network analysis and graph theory and techniques were used to analyze the network structure and produce network statistics such as size, density, connectivity, and measures of centrality.

2.5 Survey Limitations

Due to survey non-response and subsequently a partial dataset, the social network analysis does not provide a complete picture of North Bay's service delivery network. Thus, many of the counts and statistics that follow in the report can be viewed as a minimum.

The survey is somewhat complex and requires an in-depth knowledge of the organization in specific areas of operation. Survey participants, especially from larger organizations, might have limited knowledge of their entire organization in the areas of collaboration, client/citizen referrals, community planning tables/ committees, and programs/ services. As a result, there is the potential for under or over- reporting in some of these areas of the survey.

The assignment of sectors to the organizations in the study was done arbitrarily based on a general understanding of the organization's programs and services, and their primary area of focus. Many organizations however, work across multiple sectors, which is not reflected in the above definition. A more robust, systematic classification system would be required to ensure that the sectors are well defined and accurately captured for all the respective organizations.

Survey question # 4 & 6: Interpreting the relationship between collaboration and client referrals in the survey results is difficult due to the way the data was collected and the potential for response bias. Survey question #4 asked the survey respondent which organizations they collaborate with while question #6 asked the respondent which organizations they refer clients to. Both questions had a drop-down list pre-populated with 78 organizations (and an 'other' category) from which to choose. Where there are large differences between the number of organizations checked off in each question, it is unknown whether this difference is intended or whether the respondent missed some organizations (or added some) that were checked off (or not checked off) in the other question because the list is so long and/or the choice selections could not be compared between the two questions.

Survey question # 5: For survey respondents stating that they do not refer clients or citizens to other community organizations/ agencies in North Bay, there was no text box to provide a reason or explanation. This is valuable information and context that is lost, and the researchers had to follow-up with the respondents afterwards to obtain this information.

Survey question #8: Many of the same planning tables and committees were given different names by survey respondents (as one example, the Nipissing District Homelessness and Housing Partnership had 10 different names). Although an effort was made to standardize the names of the tables and committees, some might still be repeated under different names. Additionally, and in keeping with the top note above, the table/ committee membership being reported can be viewed as a minimum as it only reflects the response of survey respondents and organizations participating in the survey. In actuality, many of these tables/ committees

have more members (the Gateway Hub being a good example). Finally, as the survey analysis is reliant on tables/committees reported by participants, it is possible that even with a revision, name standardization, and follow up emails there could be tables and committees missing or out of date.

3.0 Survey Results

Based on the survey definition of collaboration mentioned earlier, the 45 survey respondents indicate that their organization collaborates with other organizations in North Bay and most (40) refer clients or general citizens to other organizations. The survey results are analyzed and described in more detail in the following sections.

3.1 Degree of Collaboration- Organizations Completing the Survey

The North Bay service network shows a high degree of collaboration, with the 45 organizations completing the survey indicating that they collaborate with 1,475 other organizations in total (33 organizations on average).[7] As noted above, most of the organizations also make referrals and combined, refer clients and citizens to 1,213 other organizations (30 on average), or about 82.0% of the organizations that are generally collaborated with.

The chart in Appendix 2 shows the distribution of organizations that completed the survey, by the number of organizations in the service network that they collaborate with and refer clients and citizens to (in the social network analysis to follow these are referred to as *outward connections* as they represent connections going out from the survey organizations to other organizations in the network). The organizations are presented in alphabetical order and the dots on the chart show the number of organizations that referrals are made to. It should also be noted that the order in the chart does not refer in any way to the overall importance or significance of the organizations. Each organization is unique and fulfills an important function in the community. Having said that, and for the purpose of CSWB planning and implementation, organizations with a relatively large number of network connections and relationships could have an elevated role to play in areas such as network coordination and communications. This is explored in greater detail through network analysis in section 3.3.

As noted from the chart there are significant variations from the above averages with the organizations collaborating with anywhere from just a few organizations up to 69 - over twice the network average. The number of organizations that clients/ citizens are referred to also varies widely, ranging from just one organization up to 61 organizations.

It is interesting to note that the top seven organizations in the chart each collaborate with 50 or more other organizations, which accounts for a little over one-quarter (27.5%) of the total network connections. Additionally, these organizations make an extensive number of client/ citizen referrals which in most cases, is also to 50 or more respective organizations and

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[7] The number of connections has been revised downward from 1,488 reported in earlier draft reports as 13 self-loops were discovered in the data (i.e., organizations that had connections to themselves). This also affected the referral count that is down by four (from 1,217) in previous reports. The dataset has subsequently been corrected.

accounts for 30.0% of the organizations that clients are referred to by those completing the survey. Due to their relatively large number of connections with other organizations, this group, and others occupy a central position in the service network as shown further on in the report.

Another interesting observation in the chart (Appendix 2) is the relationship between collaboration and client/ citizen referrals. While in many cases referrals are an underlying component of collaboration, there can be significant variation between the two, both within and across, organizations. It also appears that for some organizations (where the dots extend past the bars or the number of referrals exceeds the number of collaborations) the referral of clients does not always mean collaboration (and this may also apply to other organizations although it is masked by the number of collaborations exceeding the number of referrals). It should be noted however, that interpreting the relationship between these two measures at the organization level is difficult because of the way the data was collected (see also, Survey Limitations, questions #4 & # 6).

Also noted are a small number of organizations that do not refer clients/ citizens to others in the network. For this group, referrals are either not one of their main business activities or the list of whom they refer to was not available at the time of the survey.[8]

3.2 Collaboration- All Organizations

While the above provides a look at the collaboration and referral measures for the organizations completing the asset mapping survey, this is just part of the North Bay service network. As mentioned earlier, 72 organizations and groups have been identified as the target population for the service network and important to include in the CSWB planning and study. Although 27 of the organizations were unable to complete the survey they still appear in the survey results as organizations that are collaborated with and/or clients are referred to, by the organizations who did complete the survey. Although this only provides a one-way look at these organizations it is still valuable information and data for further analyzing the larger network structure.

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[8] For example, the Community Drug Strategy North Bay & Area is considered more of a committee with representation from other network organizations including some of those listed above. While the committee collaborates with a number of different organizations in various ways it does not necessarily refer people to organizations in the community. Similarly, the Labour Market Group, while collaborating with various organizations on different projects and initiatives, does not directly refer people to any of the network organizations. In terms of the OPP, the survey was completed by the Organized Crime Enforcement Bureau that is primarily 'enforcement based' and does not directly refer clients to community organizations. Upon completing an investigation the bureau does provide literature on available community services to suspects and accused parties (Note: the bureau points out that other OPP detachments have mobile crisis teams consisting of a mental health nurse who refers individuals to the local situation tables for further referral to the appropriate service organization). While the YMCA does refer clients to other organizations, the list of organizations could not be provided at the time of the survey.

In view of the above, the chart in Appendix 3 shows the distribution of organizations in the expanded service network by the number of organizations (completing the survey) that collaborate and/ or refer clients/ citizens to them (in the social network analysis to follow these are referred to as *inward connections* as they represent connections coming in from the other organizations).[9] The chart also incudes the group of Churches/ Faith-Based organizations and the Ministry of Children, Community and Social Services (see footnote 5).

Similar to the previous chart (Appendix 2) the organizations are presented in alphabetical order and the number of organizations that refer clients/ citizens to these organizations is also shown by the dots on the chart. Again, it needs to be stressed that the order in the chart does not refer in any way to the overall importance or significance of the organizations. Indeed, these organizations have been chosen for the study and are considered the core service network due to the valuable services and programs they provide and the important role they play in community safety and well-being in general. Rather, establishing the level of connectivity between the various organizations helps to understand the network better. Understandably, those with a greater number of connections are more central to the network and can play an important role in areas such as network coordination and communications given their strong ties and influence in the system.

As noted by the chart the expanded service network becomes increasingly more complex as the distribution of organizations and their connections becomes larger and more spread out (the complexity becomes even more evident when trying to show how these organizations are connected – see next section). It also starts to provide network scale and capacity in terms of community collaboration, serving common clients/ citizens, and working together to increase safety and wellness at the individual, family, and community level.

The chart also shows the relative positioning of organizations in the network as it relates to their level of collaboration and connectedness, and the extent to which they accept clients (through referrals) from other organizations. This provides insight into the network structure when considering the best approach to take in involving the network to implement the CSWB Plan.

With the number of organization connections and referrals spread out across more of the network the summary statistics change. On average, the network organizations have about 20 survey respondent organizations that collaborate with them and 17 that refer clients/citizens, although as noted in the chart only a few organizations are sitting at these averages – there is wide spread on either side. For example, on the collaboration front, the organizations in the network have anywhere from 5 to 37 other (survey respondent) organizations that collaborate with them in some way. The number of organizations referring clients to them also varies widely, from a couple of organizations up to 31. It is important to remember that a little over one-third of

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[9] The Community Drug Strategy is not included in the chart as it was not in the drop-down list of choices of 'organizations' in the survey question that generates this data (although it was mentioned under 'other'). While the Community Drug Strategy is considered more of a 'committee' (it also appears in the planning table/ committee section further on in the report) it participated in the survey as an 'organization' due to the important role it plays in the area of mental health and addictions and its role in community safety and well-being. See also footnotes 5, 8.

the organizations in the network did not complete the survey so the above network connections represent a minimum. Presumably, those not completing the survey also collaborate and/or refer clients to other organizations in the network on either a mutual or a non-reciprocal basis. Thus, there are likely many more network connections than what is shown and stated above (see also, Network Density, Connections, and Degrees).

For the organizations participating in the survey, it is interesting to note their relative position in this chart (inward connections) compared to the previous chart (outward connections) which reflects their out: in ratio of collaboration/ referrals. Also, new to the group and at the top of the chart is the Nipissing Mental Health Housing and Supports Services (NMHHSS). Although NMHHSS was unable to complete the survey, they have the largest number of organizations who did complete the survey and indicated that they collaborate and refer clients to NMHHSS.

3.3 North Bay CSWB Service Delivery Network

While the above section introduces the service network organizations and the discrete distribution of connections it is helpful to visualize the network as a system with all the linkages and interconnections between the various organizations. This can help the planning team and advisory committee (Gateway Hub Executive Committee) by further analyzing the network's structural properties in terms of how well organizations are connected and their positioning and influence in the network based on the measures of collaboration and client/ citizen referrals. This becomes increasingly important when considering the best approach to take in engaging the network to address North Bay's priority risk factors collectively, and linking the network to the common goals and outcomes of the CSWB Plan.

Figure 1 below shows the North Bay service network as a dynamic system based on the connections and ties between the organizations. [10] The dots (nodes) represent the organizations and the lines (edges) between them are their connections to other organizations based on the collaboration and client/citizen referrals described earlier (in this first graph the organization names/ labels have been left off to provide a better look at the network's underlying structure). It should be noted that where the organizations are placed in the graph and their coordinates (i.e., to the left or right, top or bottom) do not reflect any properties of the organizations or have any meaning. Rather, what is important is the respective organization's positioning relative to other

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[10] There are a number of ways the service network can be visualized depending on the software's layout algorithms, the characteristics or features of the network being analyzed (in this case, collaboration and client/ citizen referrals), and the objective of the analysis. The above has been created in Gephi (open source, social network analysis software) and uses the ForceAtlas 2 algorithm which is a force directed layout commonly used for network analysis, spatialization and visualization. This is a suitable layout to use given assumptions that the local service network is not completely random (organizations are connected to each other for a reason) nor does it have a pre-determined structure which may lend itself to more of a systematic and organized layout (such as a circular or grid pattern). While the force directed layout has a random component it simulates a physical system where nodes (organizations) that are more closely connected are placed closer together and those that are more distant are shown further apart.

organizations in the network - and how close they are to one another - and the visual interpretation of the network in the context of North Bay's safety and wellness service delivery system and how it is connected:[11]

Figure 1. North Bay's CSWB Service Network
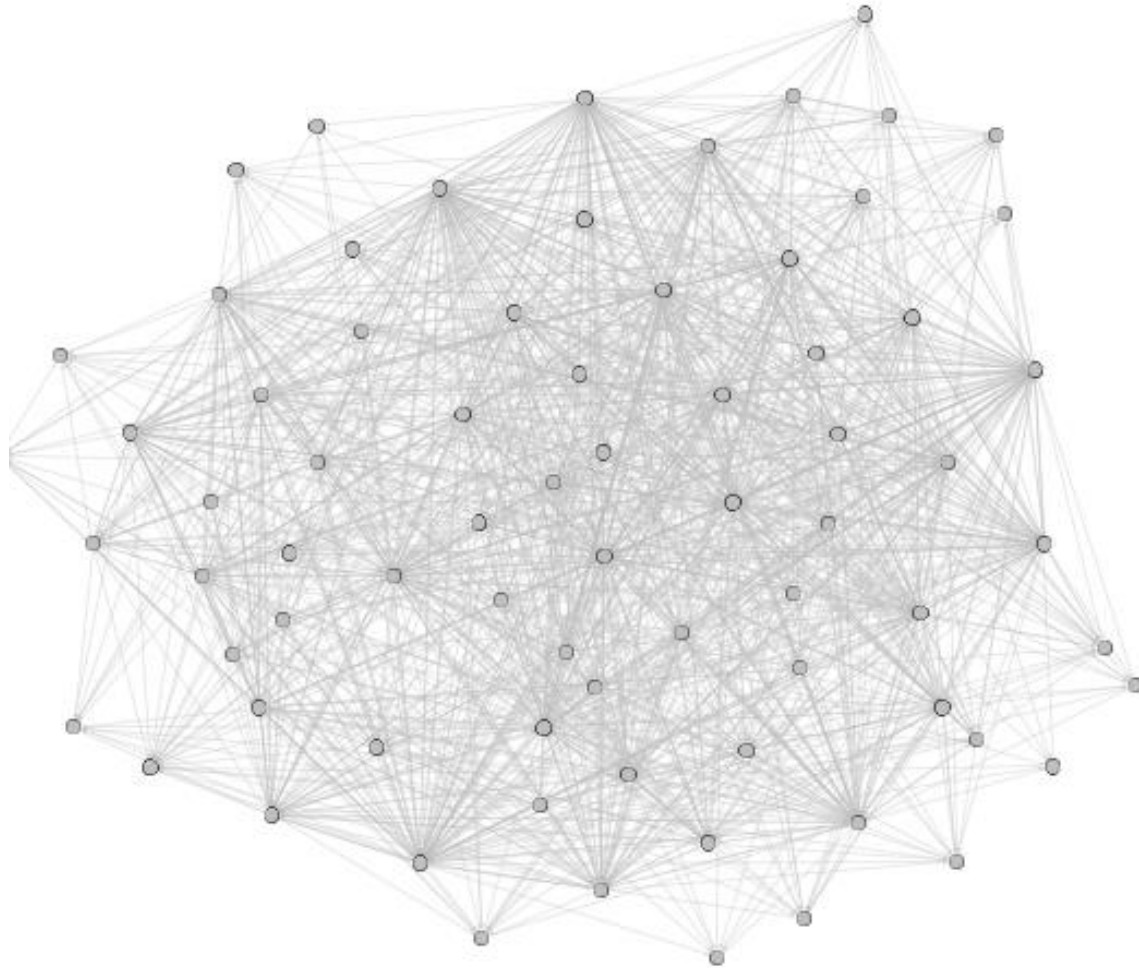
As noted by the graph the service delivery network is highly integrated, fairly dense, and very complex. As mentioned previously there are 1,475 connections between the organizations identified in the study and when these are mapped out and shown as a network the result is something that is largely uninterpretable. It is important to remember that a little over one-third of the organizations in the network did not complete the survey so the above network connections represent a minimum. Presumably, those not completing the survey also collaborate and/or refer clients to other organizations in the network on either a mutual or a non-reciprocal basis. Thus, as mentioned previously there are likely many more network connections than what is shown, further increasing the network's density and complexity.

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[11] The network graph includes the group of Churches/ Faith-Based organizations which are considered an 'organization' for reference purposes and calculating the network statistics.

Classic social network analysis and graph theory can help to make sense of the complex network structure above by describing how the organizations are connected using conventional social network principles and statistical concepts. For the purpose of the study and CSWB Plan, this analysis helps to identify underlying relationships, patterns, and organizations of influence in the network - based on their strong connections and position - and possible roles and positioning going forward in plan implementation. The analysis is undertaken on the premise that the network structure and its properties largely influence the processes and activities within the network and thus, will affect the extent to which the CSWB Plan is implemented and the desired outcomes are realized. While a deep-dive into this network would result in extensive analysis and a large report of its own, the following sub-sections keep the analysis at a higher level of detail while revealing key network measures and statistics to inform the CSWB Plan development and implementation.

To provide further meaning and context, Figure 2 on the following page shows the service network with the names of the organizations added for reference and their positioning. The size of the nodes is proportional to the organization's connections (or 'degrees' in network analysis terms).

3.4 Network Structure

The local service network is a *directed* network as it includes both, *undirected* (reciprocal) and *directed* (non-reciprocal) connections between the various organizations. In this study, an undirected connection between two organizations is a two-way, mutual connection, i.e., each organization indicates that it collaborates with the other. In the graphs above, these connections are only present for organizations completing the survey where this two-way information is available. On the other hand, a directed connection is a one-way connection, i.e., an organization has stated that it collaborates with another organization but the collaboration is not necessarily reciprocated for whatever reason. The connections between organizations completing the survey and those not completing the survey are all one-way connections (going from the survey-organization to the non-survey organization) as there is missing information from those not completing the survey as to whether the connection is undirected (reciprocated). Generally, and for the purpose of this report, connections originating from an organization and going outwards to other organizations are *outward connections* while those coming into the organization from other organizations are *inward connections*. In a directed network the inward and outward connections are added together to provide the total *degree* of the organization,

Figure 2. North Bay's CSWB Service Network
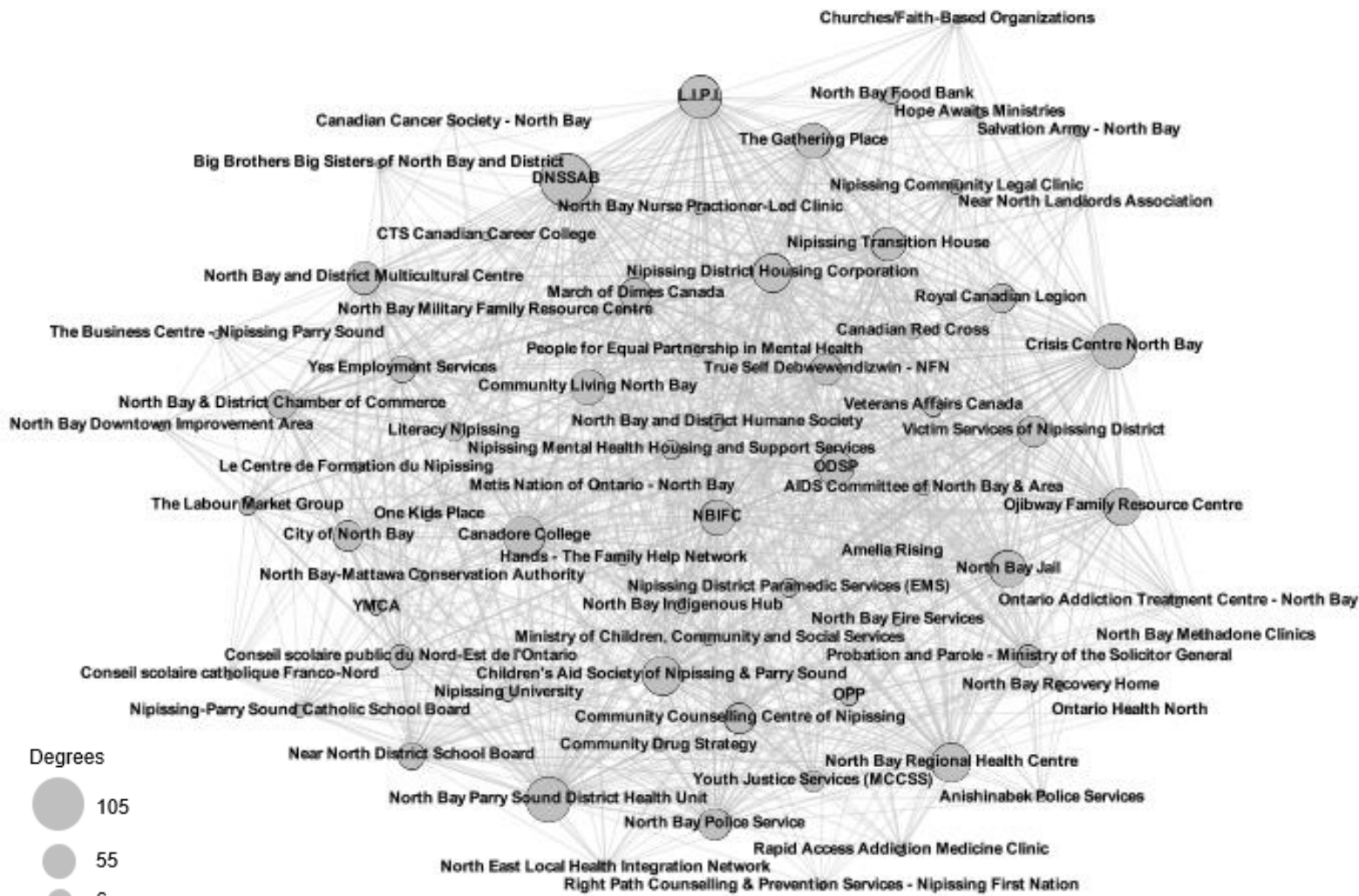
which is one of the measures of centrality and the extent to which an organization is connected to other organizations and to the network in general (see below).[12]

3.4.1 Network Density, Connections, and Degrees

The number of organizations (nodes) and connections (edges) in the network are the two primary measures used to quantify key network properties and statistics such as network size,

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[12] For the organizations unable to complete the survey, the number of degrees is equal to the number of inward connections. For those completing the survey, the number of degrees is equal to the sum of the inward and outward connections. As the connections are considered separate from each other in a directed network (even when the connection is an undirected or mutual one) these organizations have two different degrees and the mutual connections are counted twice (whereas in an undirected network the number of connections are counted once and therefore the number of degrees equals the number of connections/edges).

density, degree, centrality, and subnetworks including clusters and/or cliques. These are covered in more detail below.

As noted earlier and shown by the above graphs, the local service network is fairly dense and well connected with 1,475 connections between the organizations. However, as the total number of connections are unknown for a little over one-third of the organizations, the network connections and density is likely much higher.[13] This is an important consideration when analyzing the network and the network statistics that follow.

Generally, the higher the number of connections the more central the organization is in the network. For this reason, *centrality* is a fundamental statistical measure in network analysis with various indicators that measure how central an organization is in the network, and the importance of the organization in terms of how close it is to the other organizations and its network influence. As mentioned earlier, *degree centrality* is one of these indicators and in Figure 2 above, the organizations with the larger circles have a relatively large number of degrees as measured by their network connections and various relationships and activity within the network. These organizations are key players in the service delivery network and have a strong influence on the system based on their network position.

It can be noted from the graph's legend that the number of degrees varies widely by organization, from between 6 and 105 degrees (or about 40 on average). As this includes inward and outward connections, the organizations not completing the survey are under-represented in the graph and analysis as they only have inward connections shown (the network is analyzed from the standpoint of inward connections, further on). Thus, this range is likely narrower (and the average, higher) in practice when accounting for the additional connections that have not been captured in the survey data.

The following section drills into the network further to look at the organizations with the largest number of network connections and strongest measures of centrality.

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[13] Network density can be measured by comparing the actual number of network connections to the number of connections that could possibly exist. Density is calculated on a scale from 0 to 1 where 0 indicates that no one in the network is connected and 1 indicates that everyone is connected. In the case of the local service network, density depends on whether each organization collaborates with other organizations in a directed (non-reciprocal) or undirected (reciprocal) way. In a directed network there are two possible connections between each organization giving 5,256 possible network connections (n x [n-1] = 73 x 72 = 5,256). Given the current survey data, this gives a network density of 0.28 (1,475 /5,256). On the other hand, in an undirected system where each organization in the network collaborates with every other organization on a mutual basis, there is only one connection between them and half (2,628) the number of possible network connections (n x [n-1] / 2) giving twice the network density (0.56). As the local network is a mix of directed and undirected connections the density measure is somewhere between this range. Calculating the density for the local network is further complicated by having a partial dataset and not knowing the outward connections of the organizations who were unable to complete the survey. It is interesting to note that if the 45 organizations who completed the survey were considered as a sub-network, the density of this group would be much higher and between 0.47 – 0.62.

3.4.2 Centrality and Clusters

The graph below shows organizations with 45 or more degrees and their connections to each other. This subnetwork represents the upper half of the network's degree distribution and these 28 organizations account for 38.0% of the network's organizations and about two-thirds of the total degrees (or 82.0% of the outward connections and 48.0% of the inward connections). (Note: this view has filtered out organizations with less than 45 degrees which includes all those who were unable to complete the survey who have fewer connections and degrees as a result. So, while this is not a complete picture of all the network organizations with strong connections and centrality, it provides a good look into the network based on the data that is available. These other organizations will be taken into account further on in the analysis when the inward connections are looked at separately).

Figure 3: Service Delivery Subnetwork
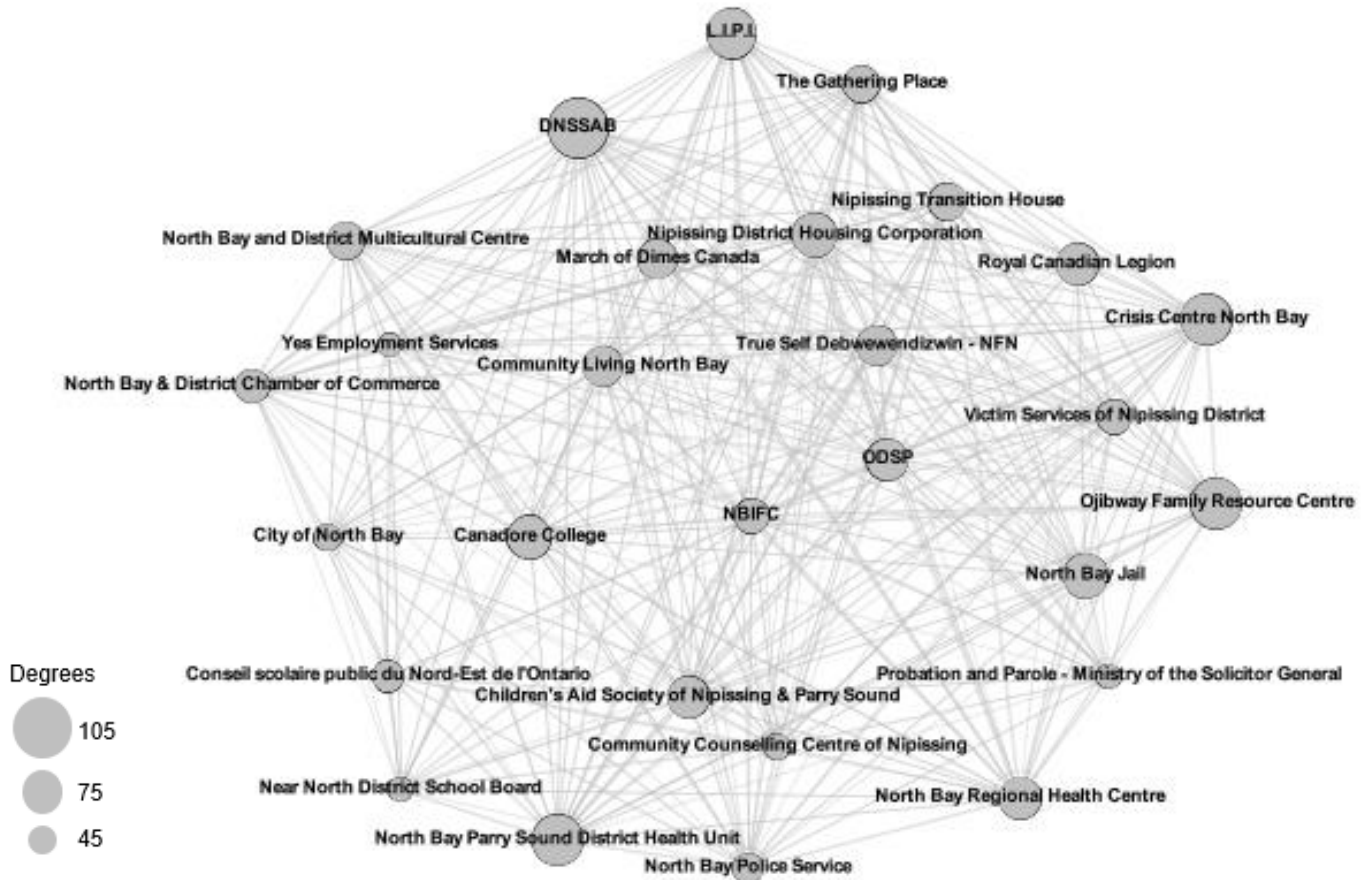
It is interesting to note that although the sub-network still looks busy and complex, simplifying the graph helps to see patterns and network properties that otherwise are not discernable in the larger network. The network shape also looks more symmetric as many of the connections between these organizations are undirected and mutual.

The relatively high degree of centrality of these organizations indicates that they are strongly connected to each other and to other organizations in the network, and occupy a central spot in the service system. Based on social network theory these organizations also play an important role in the network and would have a strong influence in the system.

Closeness and Betweenness Centrality

Another useful network statistic is *closeness centrality* which measures how 'close' an organization is to all the other organizations in the network.[14] This helps to identify organizations with a network advantage that can reach others in the network more effectively and quickly, and do not have to take as long, or convoluted a path, to get to them. Based on a calculation of the average distance to others, organizations are assigned a score that is indicative of how closely they are positioned to other organizations in the network (see footnote below also). Through their extensive network connections and relationships, organizations with higher scores are relatively closer to others in the network and can use this position in a coordination role such as disseminating important network information and data or knowledge sharing.

The closeness centrality score for the subnetwork of 28 organizations above ranges between 0.6 and 0.95, and has an average of 0.72. This compares to a range of 0.39 – 0.95 and an average of 0.65 for the entire network. Five of the organizations have scores over 0.8 (the highest in the entire network) and these include the DNSSAB, North Bay Parry Sound District Health Unit, Crisis Centre North Bay, LIPI, and Ojibway Family Resource Centre. Again, and based on these statistical network measures, this highlights the influence of these organizations and the strong role they can play in the service network.

A close cousin to the above is *Betweenness Centrality*, which measures how often an organization appears in the shortest path between other organizations in the network.[15] Organizations are given a score based on the number of times they show up between pairs of other organizations (see footnote below also). The betweenness scores for the organizations in the subnetwork in Figure 3 have a much wider range than the closeness scores described above which is not uncommon. The score ranges from a low of 8.3 to a high of 212.8 and has an average of 63.9. This compares to a range of 0.3 – 212.8 and an average of 42.3 for the entire service network. Five of the organizations have scores over 100 (again, the highest in the entire network) and these include three of the same organizations from the closeness group (above) and two new ones: the DNSSAB, North Bay Parry Sound District Health Unit, Crisis Centre North Bay, Canadore College, and the City of North Bay.

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[14] Closeness centrality is based on the length of the average shortest path between an organization and all other organizations in the network. The Gephi software calculates closeness centrality using the inverse of the average distance to others, so higher values indicate a more central and closer position in the network and vice-versa. It should be noted that closeness centrality = 0 for the organizations where there is no data available for their outward connections.

[15] For a given organization, betweenness centrality is calculated by taking each pair of organizations in the network and counting the number of times the given organization of interest appears in the shortest path between them.

The organizations with high levels of betweenness centrality can also play important roles such as bridging one part of the network to another, coordinating resources and activities between different, or disparate, parts of the network and generally influencing flow through the system. On the flip side, their removal from the network for any reason could significantly disrupt the network as important connections between parts of the network are lost.

While there can be a strong correlation between the centrality measures the opposite also holds true. For example, an organization might appear highly central to the network under some measures but somewhat removed from the network by others. Examples in the above subnetwork include organizations that are well connected and relatively close to other organizations (high degree and closeness centrality) but they do not stand between many organizations or bridge different parts of the network (low betweenness centrality).

Clusters

Identifying clusters or 'communities' within the network and subnetworks is also important to gain a better understanding of the network system and its underlying properties. These clusters represent another layer of network relationships, behaviour, and activity that can contribute to, or affect, network and system performance. While a number of clusters can be identified in the main network and subnetwork above, the one below is of particular interest given its strong position based on the network statistics:

Figure 4: North Bay Service Network Clique
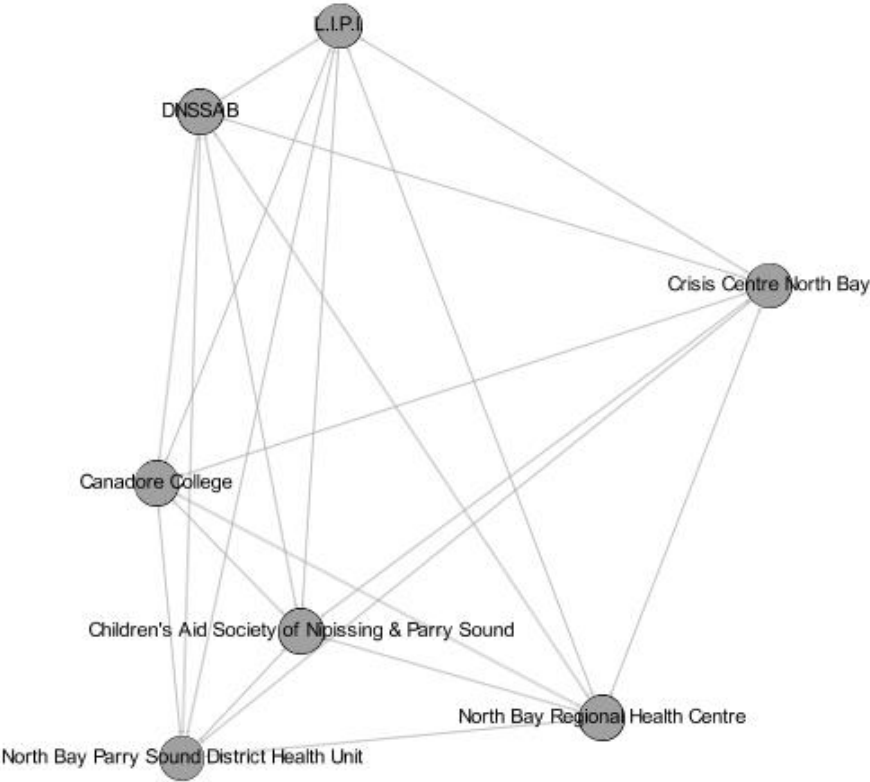
In social network terms, the cluster of organizations above forms a *clique* as each organization is equally connected to the other organizations through an undirected, mutual subnetwork (7 organizations and 42 connections). Collectively, these seven organizations account for many of the total network connections and have the highest degree of centrality in the service network, ranging between 77 (NBRHC) and 105 (DNSSAB) degrees. Most of these organizations were mentioned earlier in reference to also having the highest closeness and betweenness centrality scores in the network. The metrics indicate that these organizations are highly connected and positioned closely to many other organizations and also act as a bridge between various parts of the network. Given that these organizations are also equally tied to each other through various collaborative relationships and activities makes this an important clique in the local service delivery network.

Through their extensive connections and strong positioning, network cliques such as the one above can play a strong role in network with respect to CSWB planning and implementation.

Up to this point, the analysis has largely focused on the organizations that can be measured through the various centrality indicators which has excluded those without outward connections as recorded in the survey data (i.e., the organizations unable to complete the survey). These are also important organizations in the service network and to include in the analysis. Analyzing the network's inward connections separately is one way to look at all the organizations on a common measure.

The graph on the following page shows the service network where the size and colour of the circles is proportional to the organization's number of inward connections. Each connection or line in the graph has an arrow pointing towards the respective organizations indicating that the connection is an incoming one, i.e., other organizations (the ones completing the survey) in the network have indicated that they collaborate in some way with the organization of interest.

As mentioned earlier in the report and from the graph's legend, the number of inward connections ranges between 5 and 37, or about 20 connections on average.[16] This range is considerably narrower than that of the degrees (Figure 2) as it only includes part of the connection data and has less variation across the organizations. Not surprisingly, the organizations with the largest number of inward connections tend to be the ones covered in the earlier analysis with high degree of centrality and other strong indicators placing them central to the network. However, two of the organizations not previously covered (and with no outward connection data) also standout and this is the Nipissing Mental Health Housing and Supports Services (NMHHSS) and Nipissing University. Based on the available data the NMHHSS has the largest (37) number of inward connections in the service network which indicates that most (82.0%) of the organizations completing the survey collaborate with NMHHSS in some way. Other organizations that stand out with a relatively large number of inward connections are Yes! Employment and the OPP (as mentioned earlier this is the organized crime branch).

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[16] The Community Drug Strategy is also included in the graph but as mentioned previously it did not have data captured on the inward connection side (although it was mentioned under the 'other' category and the count of those responses is what the CDS has been scaled to in the graph).

Figure 5. North Bay Service Network, Inward Connections

Inward Connections

- 37
- 15
- 5

1 ▭▭▭ 37
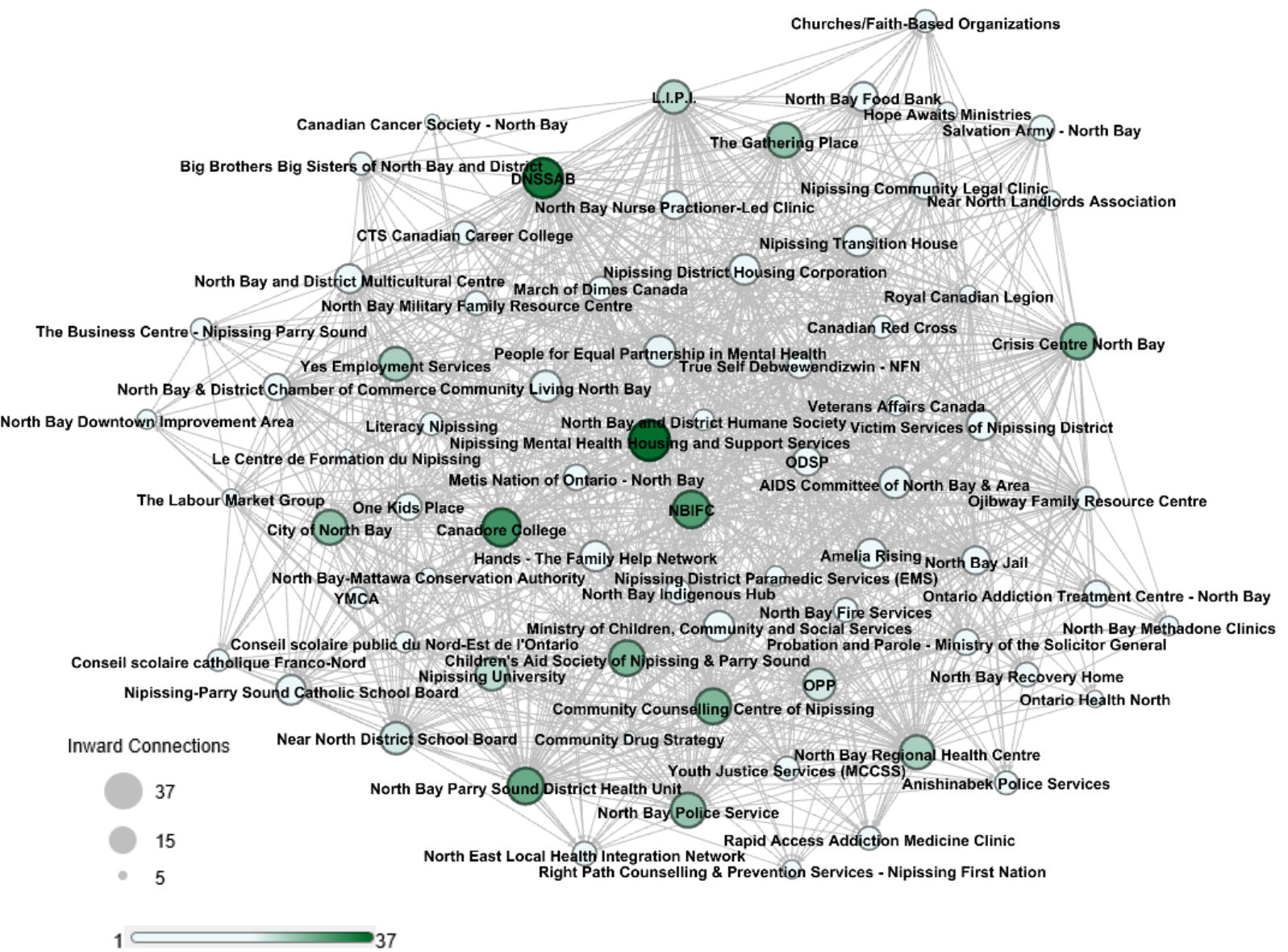
Eigenvector Centrality

The final centrality indicator covered in this analysis is the *Eigenvector Centrality*, which is another useful network indicator and statistic for measuring an organization's importance and influence in the network. Unlike the centrality indicators described earlier this one measures an organization's influence by taking into account the centrality (importance and influence) of those who it is connected to. The underlying premise of this indicator is, "it's not just how many you know but also who you know". The math and calculations behind the measure are somewhat complicated but in simple terms, the software's recursive algorithm assigns an eigenvector score relative to each organization recognizing that high-scoring organizations connected to the organization of interest account for more than low scoring ones.

It is interesting to note that this indicator may not always agree with the other centrality indicators described earlier. For example, an organization with relatively few connections (low degree centrality) could have a high eigenvector if those connections are with other organizations who are highly connected and central to the network. As another example, an organization that provides a bridge between separate parts of the network (high betweenness centrality) may have a low eigenvector score because the organizations it is bridging are not well connected or may be somewhat removed from the main part of the network.

In view of the above, Figure 6 below shows the local network graph where the size of the circles is proportional to the organization's eigenvector score and the colored circles represent organizations with the highest scores (0.8 – 1.0).

Figure 6. North Bay Service Network, Eigenvector Centrality
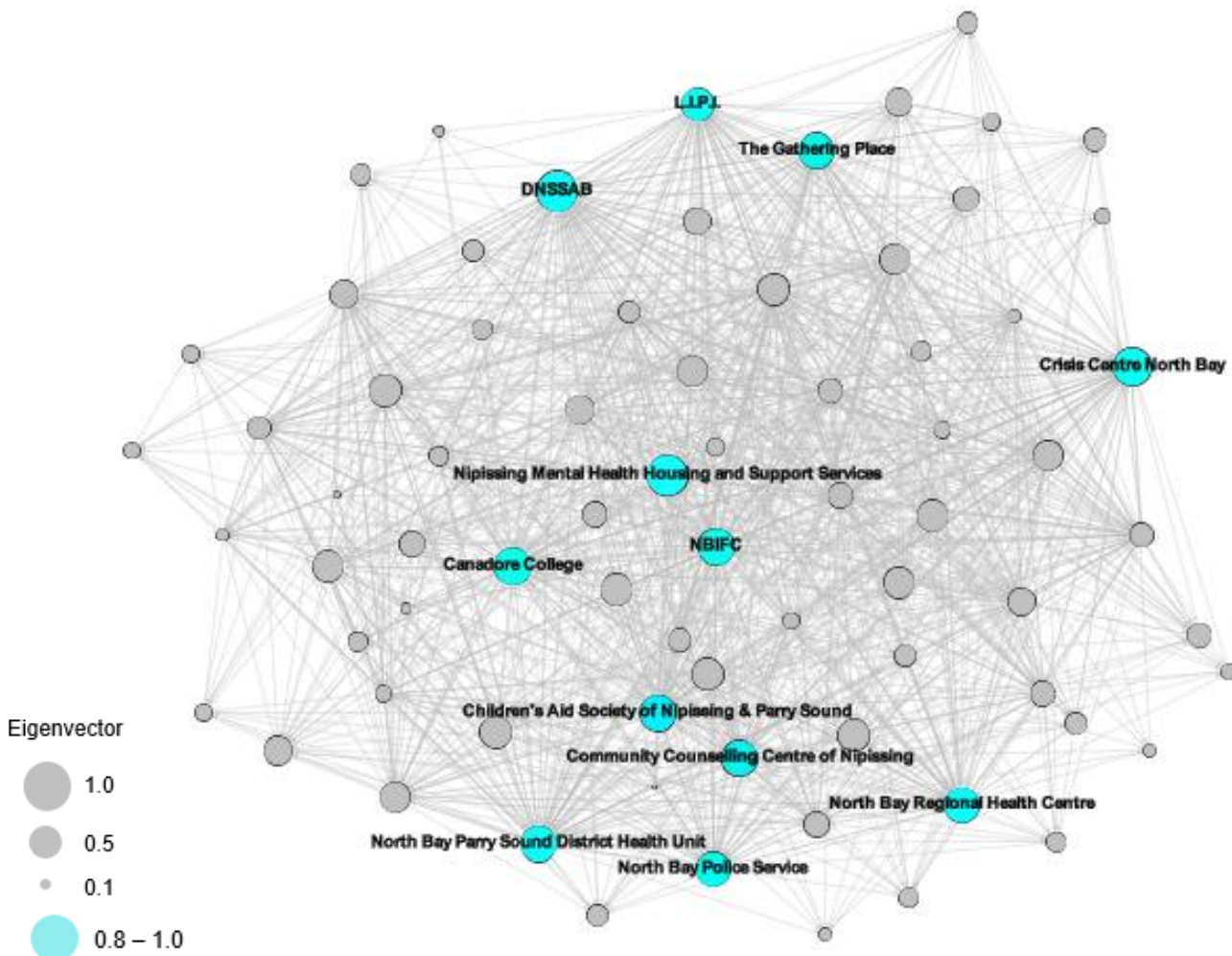
It can be noted from the graph legend that the eigenvector score for the organizations ranges between 0.1 and 1.0, and has an average of 0.57 across the network (in this case there is more meaning in the relative nature of the score and comparing it across organizations than the score

value itself). There are also 12 organizations with a high score of 0.8 + and these organizations have appeared in the earlier analysis, either with high centrality scores in other areas or having a relatively large number of connections.

Again, and based on the statistical network measures, this reinforces the importance of these organizations and the strong role they can play in areas such as network planning and coordination, information and knowledge sharing, and general communications.

3.5 Community Planning Tables and Committees

Adding further complexity to the service network described above are the numerous planning tables and committees that exist in North Bay, which many of the above network organizations are connected to through membership and participation. This adds another layer of system connections, relationships, and community planning activity that also influences network performance and community outcomes.

After survey data standardization, 76 different planning tables and committees were identified (see Appendix 4 for full list of planning bodies and their members). A majority (66.7% n= 52) of these planning bodies have a single organization as member, as survey participants identified smaller committees, committees with a provincial, federal, or association focus, or committees that other survey respondents did not identify. It should be noted that based on the survey results, the membership on these tables and committees represents the minimum as a number of organizations were unable to complete the survey as previously mentioned. Other limitations such as the survey respondent being unaware of all the tables/committees their organization participates on would also minimize the membership being reported (see also, Survey Limitations).

Based on the survey results, almost all organizations (99.1% or n=41) completing the survey are members of a planning table or committee while the remaining organizations (8.9% or n=4) are not sure (see more detail on page 8 for methodology of analysis).17 On average, each organization participates on about four tables or committees although this number varies significantly from one organization to another as noted in the table below:

# Tables/ Committees	# Organizations
10 >	4
8-9	2
5-7	12
2-4	13
1	10
Total	41

For example, about one-quarter of the organizations are members on one table or committee while close to another one-third are members on between two to four tables/committees. About the same number of organizations also sit on between five to seven tables/ committees while the remaining (14.5%) organizations are members on eight or more tables/ committees.

Some of the organizations that are heavily involved in community planning sit on over 10 planning tables and committees (which include provincial, regional, association, etc. tables and committees) and this group includes the DNSSAB, NBRHC, Canadore College and True Self Debwewendizwin. As shown in the

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[17] In this study, the Community Drug Strategy North Bay & Area participated in the survey and thus, appear both as an 'organization' (in the previous network section) and as a 'committee'(in this section).

previous section of the report, these organizations also occupy a central role in the service network and it appears that their influence and reach is extended through these various planning tables and committees.

It is important to note that the number of planning tables and committees an organization sits on is not a direct indication of their importance but rather, the potential to be involved in community planning and influence community safety and well-being.

3.5.1 Planning Table and Committee Inventory

As mentioned earlier, a list of the planning tables/ committees and their membership based on the survey response can be referenced in Appendix 4. The tables/ committees are presented in descending order of size (based on reported membership) and then alphabetically. As noted earlier the membership list for many of these tables/committees represents a minimum due to various study limitations. A good example of this are the first few tables/ committees on the list (Gateway Hub, CAB, VAW, Community Drug Strategy) where the actual membership is known to be much larger than what is being reported.

In view of the above, the list starts to provide an inventory of the North Bay planning tables and committees in play, and an indication of the extensive planning, policy development, advocacy, and program/service delivery being undertaken by these planning bodies across multiple sectors. Although in tabular form, the list also shows the numerous connections between the survey organizations through their common membership at the various tables/ committees and by extension, the inter-connections between some of the tables/ committees through organizations that are common to them.

For the purpose of developing North Bay's CSWB Plan the inventory provides a starting point for understanding the community planning structure as part of the overall service delivery network described in the previous section of the report. Invariably, some of these tables and committees could play an elevated role in implementing the CSWB Plan to collectively address the priority risk factors. While beyond the scope of the study, knowing more about the tables/ committees in terms of their mandates, goals, leadership, budgets, and outcomes could be helpful in determining their respective roles in plan implementation.

3.5.2 Planning Table and Committee Mapping

Mapping this group of tables/committees and organizations to get a visual perspective and understanding of the planning network presents its own set of challenges. For the purpose of the analysis and mapping, the planning bodies that were mentioned the most in the question response frequency distribution were examined in closer detail. This resulted in 12 primary planning tables/ committees that appeared most frequently and were mentioned by four or more survey respondents (this group of planning bodies encompasses about 93% of the survey organizations that participate in planning tables/committees).

The 12 planning tables/ committees and their corresponding organization membership are shown in the graph below. As there are two sets of 'nodes' in this dataset (i.e., tables/committees and organizations) a bipartite graph is used to show the connections

between the two. The organizations are listed on the left in alphabetical order while the tables/ committees are on the right, in descending order starting with the table that has the largest membership as reported in the survey results:

Figure 7. North Bay Primary Tables/ Committees and Participating Organizations
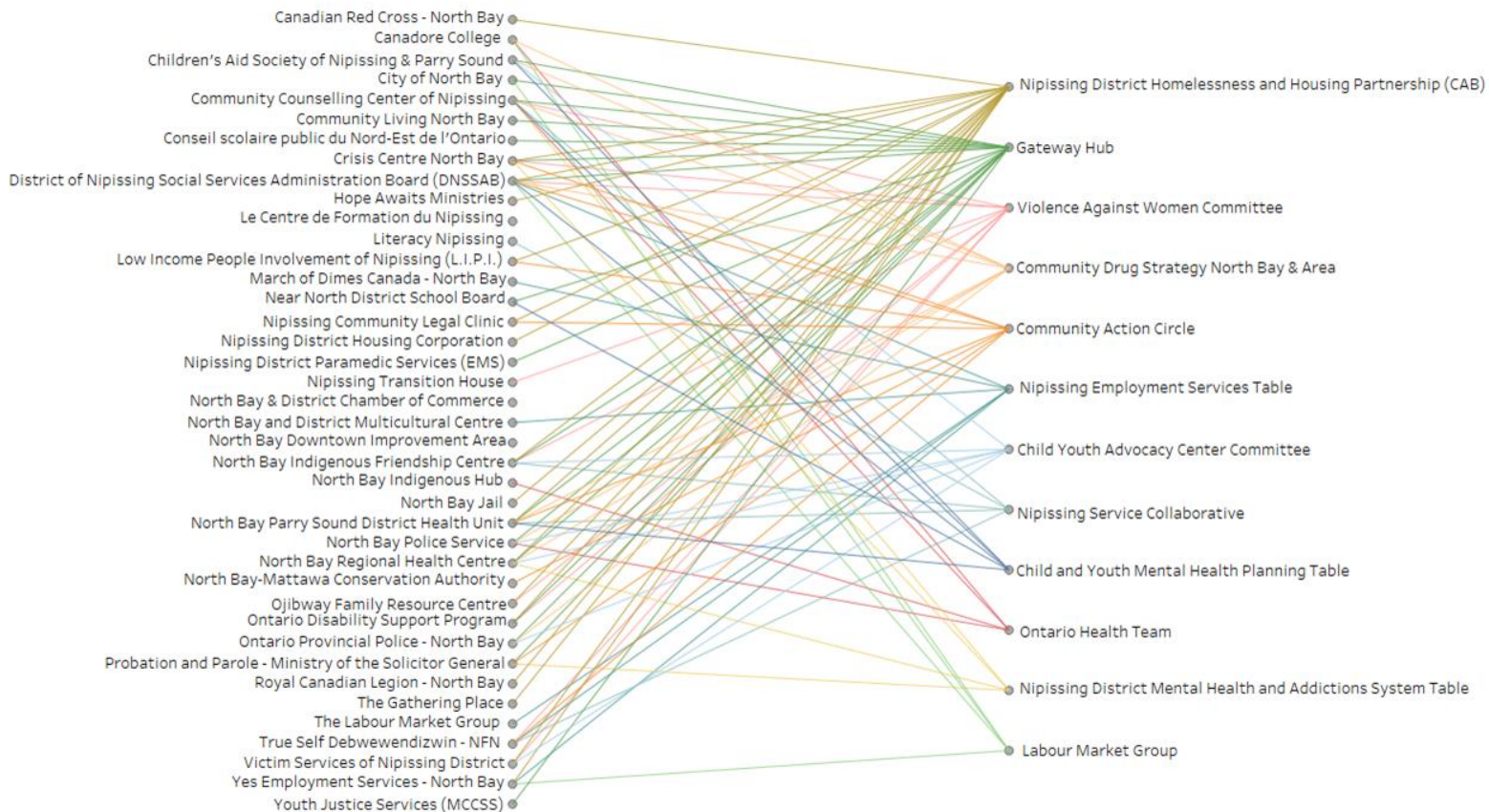
The community planning tables/ committees and organizations above present another complex web of connections, relationships, and planning activity that layer in to the service network described earlier. As the graph represents a minimal, partial picture, the planning structure becomes even more complex as other organizations and tables/ committees join in. One point to note is that the linkages between the above tables/ committees is unclear. Although in the above graph many of them appear to be linked through common organizations, the survey results show that in many cases, different staff in those organizations sit on different tables/ committees. While the survey results also indicate that information about the tables/ committees is being shared within the organization (mainly through group emails, team meetings and all-staff meetings), it is unknown whether there are any direct linkages between the various tables/ committees.

Many of these tables and committees are already working on addressing problems and risk factors that have been identified in the CSWB planning process that include mental health,

substance abuse and addictions, housing and homelessness, crime victimization, and low income/poverty. However, the CSWB Plan provides a checkpoint for reviewing the planning structure in more detail to see if there are opportunities for better coordination and alignment to facilitate plan implementation and improve program/ service delivery and community outcomes.

3.6 Community Collaboration Satisfaction

The respondents completing the survey on behalf of their respective organizations were also asked if they are satisfied with the level of community collaboration around matters pertaining to community safety and well-being in North Bay.

Satisfied with collaboration	
Yes	27
No	12
Not sure	6
Total	45

It can be noted from the side table that 60.0% indicated they are satisfied with the level of collaboration while 26.6% are not satisfied and 13.3% are not sure.

Starting on the positive note, a reasonably high level of satisfaction with the present level of collaboration exists which is a necessary component for successful plan development and implementation. Implementing the plan will take multi-sectoral commitment and collaboration that is shown to be in place but as noted below, needs improvement to be fully effective.

On a negative note however, the collaboration effort within the service network needs to be improved. With over one-quarter of the organizations unsatisfied with the level of collaboration (and some unclear on the matter) the issues noted below need to be resolved going forward if the CSWB Plan is to be successfully implemented to its full potential.

Respondents that were unsatisfied with the level of collaboration noted the following main reasons for not being satisfied:

No common agenda/ purpose
Community organizations do not have a shared vision or common goals. There are also competing interests and similar mandates between some organizations resulting in different approaches to solving problems. There is an opportunity to create a shared vision from leaders in the community.

Lack of coordination
Currently within the service network, it can be a challenge to achieve overall system coordination. This can be a result of the size of the network and the number of planning tables/committees.

Organizations operating in silos
To promote transparency and improve information sharing, it is essential for organizations to collaborate within the service network. It can be difficult for organizations to collaborate or understand the benefits of collaboration leading them to work in silos.

Lack of accountability and measures of progress, outcomes
With so many organizations within North Bay's service network, accountability of issues within the city can be viewed as lacking. Organizations may own parts of the problem, however, there is no overseeing body that would be accountable for the entire problem and ensure common indicators of measures for tracking progress and outcomes at the community level are implemented.

Lack of communications
Effective communications between organizations is generally lacking and information is not always shared with the smaller organizations and committees. Additionally, information regarding programs and services is not always communicated in a timely fashion and organizations tend to only share information within their sector. There is also a lack of communications between the various planning tables and committees.

Participation issues
Organizations should be meeting to discuss common community issues on a more frequent schedule and all organizations need to participate.

The above issues will need to be considered and addressed in the implementation phase of the CSWB Plan. As shown through the asset mapping exercise there is a strong service and planning network in place. However, system coordination and improved collaboration is necessary to fully leverage the network and maximize collective impact to achieve the CSWB Plan outcomes.

3.6.1 Sectors for Increased Collaboration
A majority (28, or 62.2%) of the survey respondents also indicated that there are other sectors they feel their organization would benefit from through increased collaboration. While most of the sectors represented in the study were mentioned, half or more of the respondents stated they would benefit from increased collaboration with the *housing and homelessness*, *health*, and *indigenous* sectors. Other areas for further collaboration mentioned the most frequently include the *municipal, emergency, correctional, and employment* sectors.

The above should also be considered in any network coordination and alignment exercise. The network data and mapping can be drilled into further to examine the current connections between sectors and organizations at a greater level of detail. Organizations can also be consulted with further during plan implementation to see what the above entails in terms of further sector collaboration to implement CSWB strategies.

3.7 Programs/ Services and Community Strategies
Another important part of the asset mapping exercise is to look at the work that is presently underway in North Bay for reducing community risk and improving safety and well-being. This includes establishing an inventory of current CSWB-related programs and services available in the community and the various strategies being implemented by organizations in the service network. When viewed alongside the other information and data collected during the planning

process the inventory will help to reveal any gaps or duplications in the service network and opportunities for coordinating and aligning resources.

As part of the asset mapping survey, respondents were asked to list the programs/ services their organization provides and the area of safety and wellness that the program/ service addresses. Additionally, the respondents were asked to describe any strategies their organization is currently implementing to increase safety and well being in North Bay.

Given the size and complexity of the service network described earlier in the report it follows suit that the mix of community programs/ services and strategies is equally busy. Approximately 145 programs/ services and over 100 community strategies addressing various aspects of safety and well-being have been identified in the survey. As with earlier reminders, these numbers should be viewed as a minimum as many organizations were unable to complete the survey. Additionally, some of the larger organizations have numerous programs and services that the survey respondent may not have fully captured (see also, Survey Limitations).

A high-level summary of the programs/ services and strategies is provided in the sub-sections that follow. They are presented in a way that relates back to the CSWB planning framework and in a perceptual map for a graphic summary of their positioning relative to safety and well-being and the risk level they address.

3.7.1 Community Programs/ Services

As mentioned above, 145 Community Safety and Well-Being related programs and services
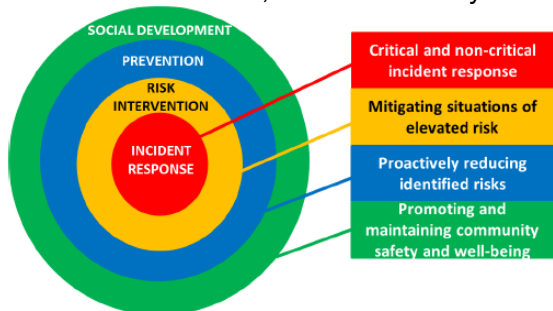
were identified in the survey. The majority (93.0%) of these can be placed under the *Prevention* component of the CSWB planning framework. These programs/ services tend to reduce risks to community safety and well-being before they escalate to critical levels and result in crime, victimization and/or harm.

Most of the remaining (6.0%) programs/ services are related to *Incident Response,* which are the traditional areas of crime and safety involving emergency services. These programs and services primarily aim to address immediate crises.

The small (1.0%) number of remaining programs/ services fall under the *Risk Intervention* component and are aimed at "stopping something bad from happening before it is about to happen". While this can be confused with the 'prevention' component above, risk intervention typically involves a collaborative, multi-sectoral effort between various organizations (such as the Gateway Hub situation table) to mitigate elevated risk situations. With regard to risks addressed by programs, the major risks include Health (20%), Housing and Homelessness (18%), Education (14%), General Well-Being (14%), Mental Health (14%), and Poverty/Income (13%). It is important to note, select programs address multiple risks.

Figure 8 below shows a perceptual map of the community programs/ services to provide a visual summary of the findings and the positioning of the programs and services as they relate to safety and well-being and their risk level focus (low and high). The programs/ services have been separated based on whether they lean more to 'safety' or 'well-being' and categorized to better display in graph form:

Figure 8: CSWB-Related Programs/ Services
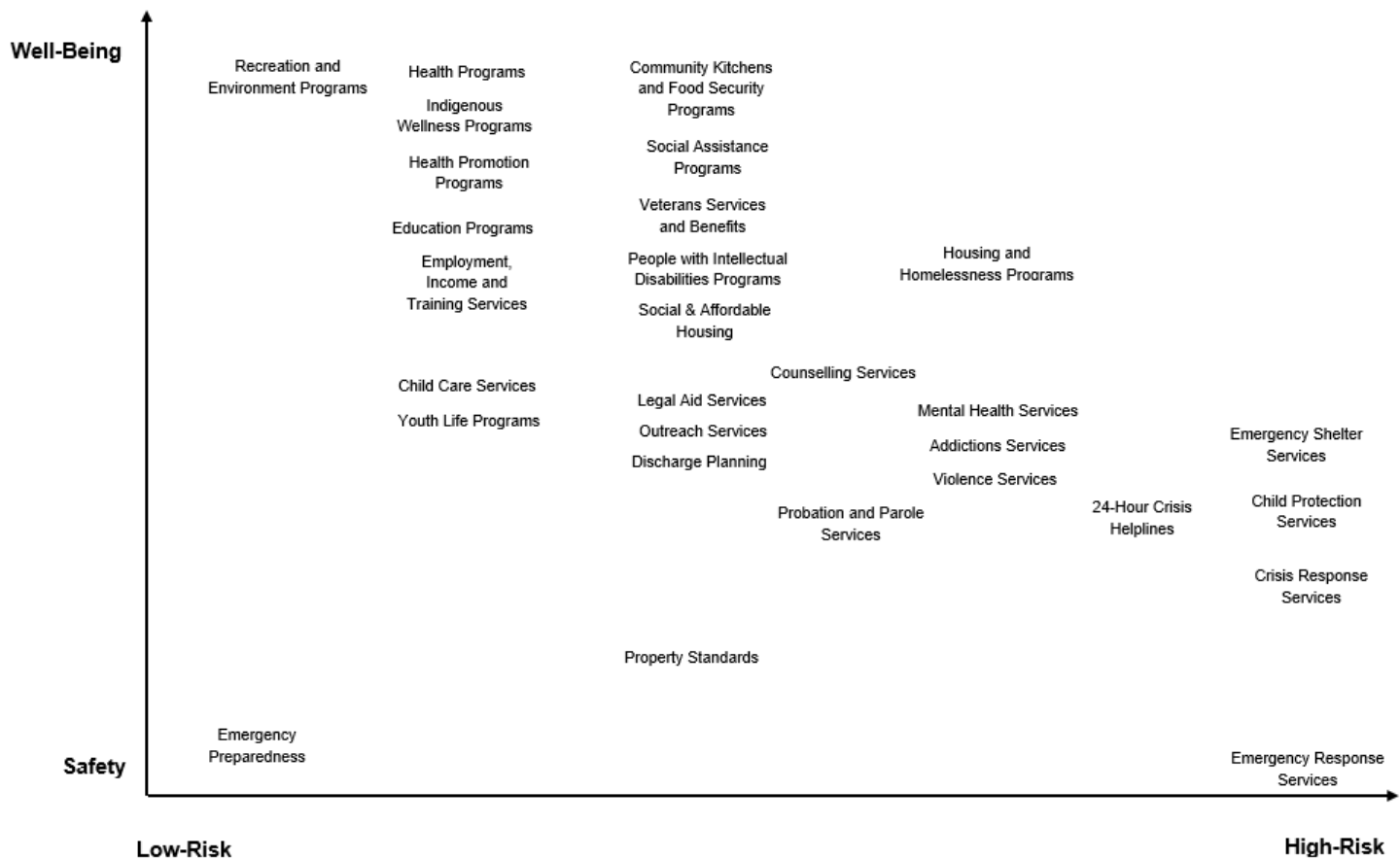
The majority of programs/ services are more closely related to well-being and have a lower risk focus. Moreover, there is also a group that clusters in the centre with a more middle- level risk focus. These types of programs tend to assist individuals and family households that are in need of specific services to prevent a crisis from occurring but may not be in an imminent crisis – for example, legal services and social assistance programs. Notable gaps in programing are in the area of well-being with a high-risk focus, and safety programs with a low-medium risk focus. Generally, this can be a result of safety situations often being of higher-risk by nature.

While the above map offers a helpful visual and starts to identify where there might be gaps or overlaps in programs and services, it is best used in conjunction with the more detailed

information from which it is drawn for more rigorous analysis and planning purposes. The inventory of community programs and services is extensive and beyond the scope of presentation in this report. As part of the implementation phase the data could be analyzed further by an implementation task force or network experts to systematically identify any service gaps or overlaps. Additionally, as the survey data offers a partial inventory of programs and services, additional information and data could be brought in during this phase to help complete the picture.

3.7.2 Community Strategies

As mentioned earlier the asset mapping survey identified a little over 100 community safety and well-being related strategies that are being implemented in North Bay. Most (60.0%) of the strategies fall into the *Prevention* component of the planning framework with another 26% being related to *Risk Intervention*. The remaining (13.0%) strategies identified can be considered *Incident Response* related. In relation to the risks addressed by these strategies, the major ones include general Well-Being (46%), Safety (16%), Crime (10%), Housing and Homelessness (9%), Health (7%), and Poverty/Income (5%). It is important to note, similar to the programs/ services, that strategies often addressed multiple risks.

Community Strategies Map

Figure 9 on the following page shows a perceptual map for the community strategies described above. Similar to the previous map for programs/ services, the strategies have been separated based on whether they lean more to 'safety' or 'well-being' and categorized to better display in graph form.

It can be noted that most of the strategies lean more toward well-being and are clustered in the centre-left of the map with a mid-level to lower-risk focus. These strategies tend to be those that are developed and implemented through various community strategic plans. Notable gaps in community strategies are those directed towards well-being with a high-risk focus and community safety on the low-risk side. As mentioned above, this can generally be a result of safety situations often being of higher-risk by nature. It should also be noted, Figure 9 only illustrates the strategies reported in the survey and there may be other strategies that would further respond to safety and well-being needs in North Bay.

Similar to the programs and services described previously, the inventory of community strategies points to further work that is underway in community safety and well-being. The inventory and more detailed survey information and data can also be analyzed further by an implementation task force or network experts as part of overall system coordination and alignment.

Figure 9: CSWB-Related Strategies

Well-Being

Economic Development
Strategic Plan

Employee Mental
Health

Community Strategic
Plan

Hospital Visit
Prevention

Client Sustainability
Plans

Parks & Trails
Master Planning

Diversified Housing

Inclusive Workplace

Diversified Supports

Common Agenda
for Seniors

Age Friendly Plan

Political Advocacy

Diversion Opportunities

Mitigate
Organizational Risks

Joint
Protocols

Collaboration with
Partners

Official Plan

Active Transportation
Master Plan

Staff Training

COVID Protocols
and Procedures

Suicide Protocols

SNG Nipissing
(sngnipissing.ca)

Crime/Harm
Reduction Initiatives

Harm Reduction
Roundtables and
Strategies

High-Risk Case
Reviews (Youth)

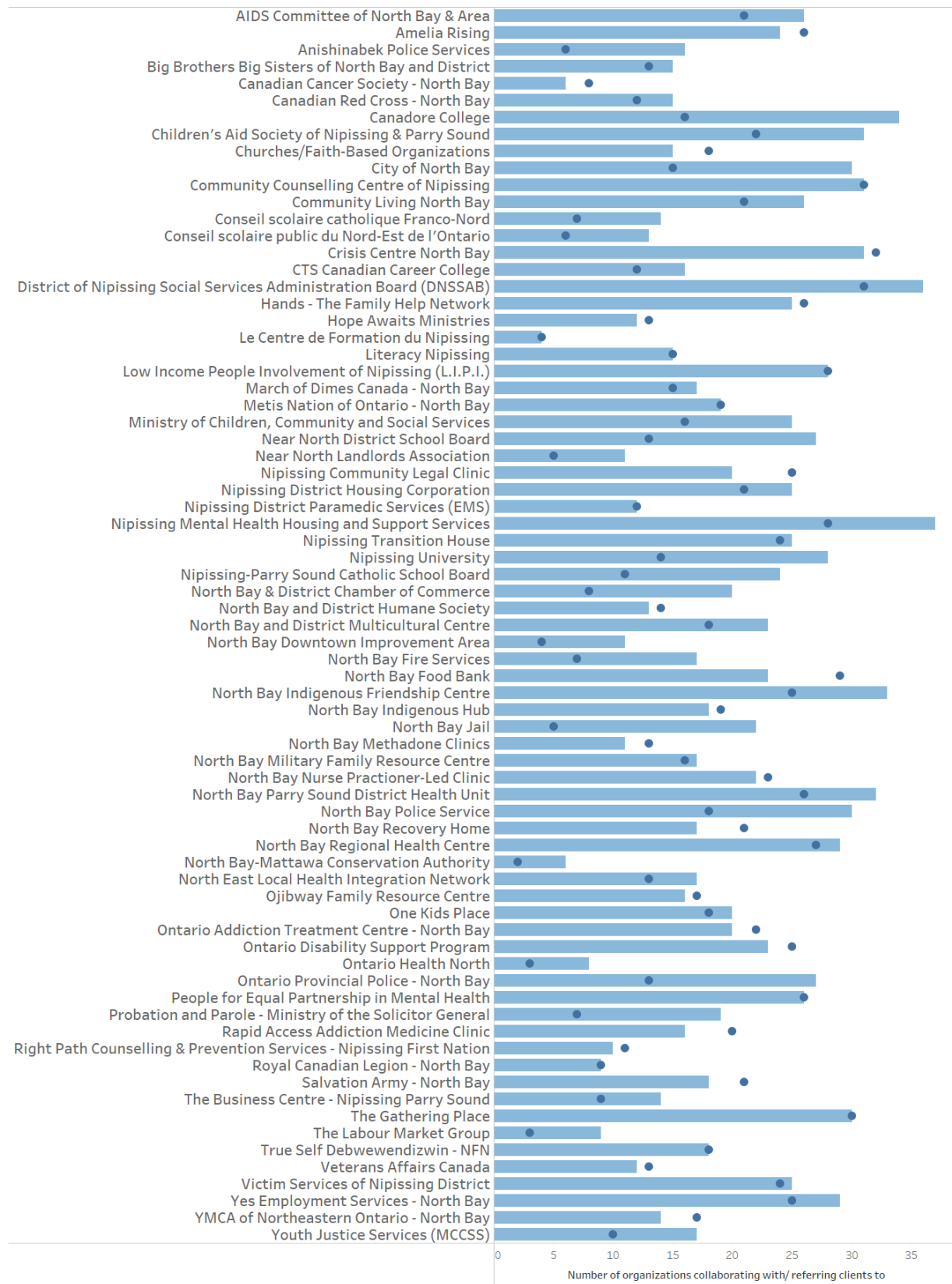Safety

Low-Risk

High-Risk

Appendix

Appendix 1. North Bay Organizations Identified as CSWB Service Delivery Network

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

Appendix 2. Distribution of Collaboration and Referrals (Outward Connections)

● # organizations referrals made to

Number of organizations collaborated with/ referrals made to
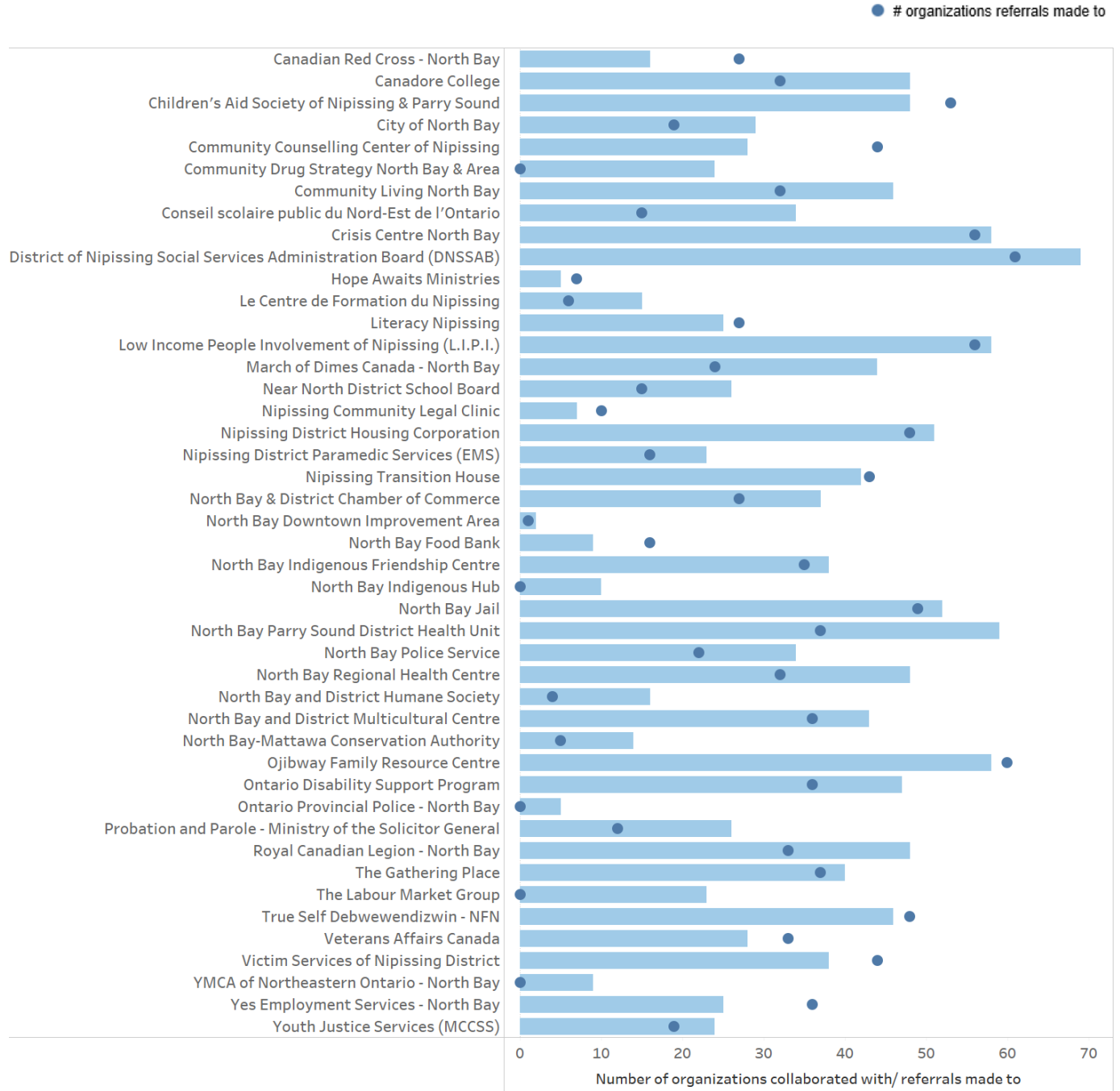
Appendix 3. Distribution of Collaboration and Referrals (Inward Connections)

Number of organizations collaborating with/ referring clients to

Appendix 4. North Bay Planning Tables and Committees

Tables, Committees	Organization/agency name
Gateway Hub	Children's Aid Society of Nipissing & Parry Sound
	City of North Bay
	Community Counselling Center of Nipissing
	Community Living North Bay
	Conseil scolaire public du Nord-Est de l'Ontario
	Crisis Centre North Bay
	District of Nipissing Social Services Administration Board (DNSSAB)
	Near North District School Board
	Nipissing District Paramedic Services (EMS)
	North Bay Indigenous Friendship Centre
	North Bay Parry Sound District Health Unit
	North Bay Police Service
	North Bay Regional Health Centre
	Ontario Disability Support Program
	Ontario Provincial Police - North Bay
	Probation and Parole - Ministry of the Solicitor General
	Youth Justice Services (MCCSS)
Nipissing District Homelessness and Housing Partnership (CAB)	Canadian Red Cross - North Bay
	Crisis Centre North Bay
	District of Nipissing Social Services Administration Board (DNSSAB)
	Hope Awaits Ministries
	Low Income People Involvement of Nipissing (L.I.P.I.)
	Nipissing Community Legal Clinic
	Nipissing District Housing Corporation
	North Bay Indigenous Friendship Centre
	North Bay Jail
	North Bay Parry Sound District Health Unit
	North Bay Regional Health Centre
	Ojibway Family Resource Centre
	Ontario Disability Support Program
	Royal Canadian Legion - North Bay
	The Gathering Place
	Victim Services of Nipissing District
	Yes Employment Services - North Bay
Violence Against Women Committee	Community Counselling Center of Nipissing
	Crisis Centre North Bay
	District of Nipissing Social Services Administration Board (DNSSAB)
	Nipissing Transition House
	North Bay Indigenous Friendship Centre
	Ojibway Family Resource Centre
	Ontario Disability Support Program
	True Self Debwewendizwin - NFN
	Victim Services of Nipissing District
Community Action Circle	Crisis Centre North Bay
	District of Nipissing Social Services Administration Board (DNSSAB)
	Low Income People Involvement of Nipissing (L.I.P.I.)
	Nipissing Community Legal Clinic
	North Bay Parry Sound District Health Unit
	North Bay-Mattawa Conservation Authority
	Probation and Parole - Ministry of the Solicitor General
	True Self Debwewendizwin - NFN

Community Drug Strategy North Bay & Area	Canadore College
	Children's Aid Society of Nipissing & Parry Sound
	Community Counselling Center of Nipissing
	District of Nipissing Social Services Administration Board (DNSSAB)
	North Bay Parry Sound District Health Unit
	North Bay Police Service
	North Bay Regional Health Centre
	Ontario Provincial Police - North Bay
Child Youth Advocacy Center Committee	Children's Aid Society of Nipissing & Parry Sound
	North Bay Indigenous Friendship Centre
	North Bay Police Service
	North Bay Regional Health Centre
	Ontario Provincial Police - North Bay
	Victim Services of Nipissing District
Nipissing Employment Services Table	District of Nipissing Social Services Administration Board (DNSSAB)
	March of Dimes Canada - North Bay
	North Bay and District Multicultural Centre
	The Labour Market Group
	True Self Debwewendizwin - NFN
	Yes Employment Services - North Bay
Child and Youth Mental Health Planning Table	Children's Aid Society of Nipissing & Parry Sound
	Community Counselling Center of Nipissing
	District of Nipissing Social Services Administration Board (DNSSAB)
	Near North District School Board
	North Bay Parry Sound District Health Unit
Nipissing Service Collaborative	Community Counselling Center of Nipissing
	Literacy Nipissing
	North Bay Indigenous Friendship Centre
	North Bay Parry Sound District Health Unit
	True Self Debwewendizwin - NFN
Labour Market Group	Canadore College
	City of North Bay
	District of Nipissing Social Services Administration Board (DNSSAB)
	Yes Employment Services - North Bay
Nipissing District Mental Health and Addictions System Table	Community Counselling Center of Nipissing
	Crisis Centre North Bay
	North Bay Regional Health Centre
	Probation and Parole - Ministry of the Solicitor General
Ontario Health Team	Canadore College
	Community Counselling Center of Nipissing
	North Bay Indigenous Hub
	North Bay Police Service
Canadore Program Advisory Committees	Canadore College
	Crisis Centre North Bay
	Ojibway Family Resource Centre
First Nation Advisory Committee	Near North District School Board
	North Bay Indigenous Friendship Centre
	True Self Debwewendizwin - NFN
Gambling Harm Reduction Partnership	District of Nipissing Social Services Administration Board (DNSSAB)
	North Bay Parry Sound District Health Unit
	Victim Services of Nipissing District
City of North Bay Development Application Review Team	City of North Bay
	North Bay-Mattawa Conservation Authority
Indigenous Circle on Education	Canadore College
	True Self Debwewendizwin - NFN

Indigenous Education Advisory Circle	Near North District School Board
	North Bay Indigenous Friendship Centre
Literacy Service Planning Committee	Le Centre de Formation du Nipissing
	Literacy Nipissing
Local Immigration Partnership	North Bay and District Multicultural Centre
	Yes Employment Services - North Bay
Mobile Crisis Service	North Bay Police Service
	North Bay Regional Health Centre
Nipissing and Area Food Charter Working Group	District of Nipissing Social Services Administration Board (DNSSAB)
	North Bay Parry Sound District Health Unit
Nipissing Poverty Reduction through Education Program	Canadore College
	District of Nipissing Social Services Administration Board (DNSSAB)
North East Women's Health Alliance (NEWHA)	North Bay and District Multicultural Centre
	True Self Debwewendizwin - NFN
Young Professionals	North Bay & District Chamber of Commerce
	Yes Employment Services - North Bay
Art Project White Water Gallery	True Self Debwewendizwin - NFN
Business Centre	Canadore College
Centre de Formation Nipissing Board	Yes Employment Services - North Bay
Child Abuse Prevention Committee	Victim Services of Nipissing District
Community Emergency Planning Groups and Training	Low Income People Involvement of Nipissing (L.I.P.I.)
Crown Ward Education Committee	Near North District School Board
Data Collaborative Health Unit	Children's Aid Society of Nipissing & Parry Sound
Downtown Community Improvement Plan	North Bay Downtown Improvement Area
Emergency Housing / Nipissing District Community Crisis Response	Low Income People Involvement of Nipissing (L.I.P.I.)
Good Neighbour Committee	City of North Bay
Hands - The Family Help Network	Conseil scolaire public du Nord-Est de l'Ontario
Holiday Programs Co-ordination	Low Income People Involvement of Nipissing (L.I.P.I.)
Indigenous Leadership	North Bay Indigenous Hub
Invest North Bay	North Bay Regional Health Centre
Leadership Committee for Gilbert Centre (LGBTQ2S)	North Bay Indigenous Hub
Native Women's Association	Ojibway Family Resource Centre
Near North District School Board Advisory Committee	Community Living North Bay
Near North Landlord Association	Low Income People Involvement of Nipissing (L.I.P.I.)
Needs Based Planning/ MHA System's Table	North Bay Regional Health Centre
Nipissing EarlyON Network	District of Nipissing Social Services Administration Board (DNSSAB)
Nipissing Human Trafficking Knowledge Network	Victim Services of Nipissing District
Nipissing Licensed Child Care Network	District of Nipissing Social Services Administration Board (DNSSAB)
Nipissing Parry Sound Early Years & Child Care Planning	District of Nipissing Social Services Administration Board (DNSSAB)
Nipissing University Indigenous Council on Education	True Self Debwewendizwin - NFN
Nipissing-Parry Sound Catholic District School Board Advisory Committee	Community Living North Bay
North Bay & District Home Builders Association	City of North Bay
North Bay Active Transportation Committee	North Bay-Mattawa Conservation Authority
North Bay Clean Green & Beautiful	North Bay & District Chamber of Commerce
North Bay Emergency Planning	Nipissing District Paramedic Services (EMS)
North Bay Police Board	North Bay Regional Health Centre
Northeastern Ontario Children's Services Planning Table	Community Counselling Center of Nipissing
Northern Ontario Service Deliverers Association (NOSDA)	District of Nipissing Social Services Administration Board (DNSSAB)
ODSP/OW Joint Protocols Working Group	Ontario Disability Support Program
OMSSA Children's Services Network	District of Nipissing Social Services Administration Board (DNSSAB)
Ontario Disability Employment Network (ODEN)	Community Living North Bay
Opioid Crisis Committee	North Bay Indigenous Hub
Place des enfants	Conseil scolaire public du Nord-Est de l'Ontario
Primary Care Council	North Bay Indigenous Hub

Provincial Flood Forecasting and Warning Committee	North Bay-Mattawa Conservation Authority
Regional Housing Committee	Community Counselling Center of Nipissing
Regional Human Services & Justice Coordinating Committee (HSJCC)	North Bay Regional Health Centre
Reseau de soutien a l'immigration francophone du nord de l'Ontario	Le Centre de Formation du Nipissing
Right Place of Care	Canadore College
Rural & Northern Immigration Program	North Bay & District Chamber of Commerce
Seniors Collective Impact Project	Canadore College
Special Needs Strategy-Single Plan of Care Coordination	Children's Aid Society of Nipissing & Parry Sound
Specialized Accommdation	Community Living North Bay
Sturgeon-Nipissing-French Watershed Management Committee	North Bay-Mattawa Conservation Authority
Transitional Housing CoP/Forensic Housing CoPTransitional Case Manager CoP	North Bay Regional Health Centre
Urban Aboriginal Hub	Yes Employment Services - North Bay
Youth Justice Committee	Youth Justice Services (MCCSS)