

DISTRICT OF NIPISSING SOCIAL SERVICES ADMINISTRATION BOARD

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

Review of Community Safety and Well-Being
Literature and Strategic Plans in North Bay

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

Executive Summary

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

The literature review is an essential process in the plan's development and involves collecting and analyzing existing literature to better assess the safety, health, and inclusion landscape in the community. The review focused on research documents about community safety and well-being, municipal planning documents, and strategic plans. Documents were obtained through database searches, organization/agency websites, and through a survey to 68 organizations/agencies who were identified as working in CSWB-related sectors and/or having an interest in the development of North Bay's CSWB Plan.

The research documents revealed that the top themes discussed, in order of frequency, were substance use and abuse, mental health, housing and homelessness, poverty/income, and violence (physical, emotional, etc.). Overall, research has shown that North Bay has a higher rate of opioid use, mood disorders, anxiety disorders, and suicides as compared to the Provincial average. Along with these higher rates is an increase in homelessness in the City coupled with long waitlists for addictions, mental health, and housing services. Research points to the need for additional withdrawal management, residential treatment, community assessment and recovery services, family doctors and psychiatrists, transitional housing, and safe and affordable housing. Lastly, lengthy wait times have also been noted as a major issue in North Bay for individuals to access the services and housing that they need.

Municipal plans have also played a role in promoting community safety and well-being. Review and analysis of these planning documents show a focus on environmental sustainability, the promotion of healthy lifestyles and rich cultural experiences, and economic growth. Land use planning documents further support infill developments, renovation and beautification of the downtown core, and affordable housing opportunities. Finally, strategic plans were reviewed to show commonalities within the values, goals, and priorities of local organizations/agencies. The review revealed that there is an emphasis on collaboration in terms of organizational values, goals and priorities. This commitment to collaboration also became evident in the network mapping exercise (see also, Community Asset Mapping sub report). Moreover, organizations/agencies frequently highlight safety, health, inclusivity, and well-being, which are all major community safety and well-being themes.

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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 legislative requirements and 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 will serve as the advisory committee for the plan's development.

The City of North Bay has appointed the District of Nipissing Social Services Administration Board (DNSSAB) to develop its CSWB 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

The development of North Bay's CSWB Plan involves collecting and analyzing existing literature to better assess the safety, health, and inclusion landscape in the community. An informal literature review of community safety and well-being literature relevant to North Bay has been undertaken. The review will identify, evaluate, and descriptively synthesize, the community safety and well-being content from various reports, studies, and plans. As the review will be confined to content that is specific to North Bay, the majority of the content reviewed is grey (unpublished) literature.

The results of the literature review will:

- Capture what has already been said and done. It is critical to learn about the work that has been done and is presently being done in the area of community safety and well-being and describe current knowledge in this area.
- Bringing focus and clarity on risks in the community. The results of the literature review will shed a light on risks that have been documented in the community. Moreover, the literature review may reveal gaps in data and knowledge where more research or analysis is needed around a community risk category. The results of the review will also help to shape other areas of the CSWB Plan – such as focus groups and interviews – by influencing the design of these sessions (objectives, types of questions, workshops, etc.).
- Avoid “recreating the wheel”. To avoid duplication, existing evidence will be utilized to build off of the work that is already happening in the community. Existing

research, strategic documents and plans, gathered in consultation with community partners, will be used in the development of the CSWB Plan.

2.0 Methodology

2.1 Description

As set out in the CSWB Planning and Research Framework, the goal for North Bay's plan is to *create a safe and healthy community by reducing harm and victimization for all members of the community*. Based on this goal, multiple themes emerged that assisted in guiding the literature search strategy. Figure 1 displays the multiple community safety and well-being themes. These themes can also be further broken down into sub-themes. For instance, housing and homelessness can be broken down into affordable housing, vacancy rates, long-term care beds, etc.

2.2 Research Questions

The research questions for the literature review were developed in alignment with the plan's outcomes, as outlined in the CSWB Planning and Research Framework. The questions are as follows:

- *What is the community safety and well-being landscape in North Bay?*
- *What are the current community safety and well-being risks in North Bay?*
- *What are the future community safety and well-being risks in North Bay?*

2.3 Search Strategy

The search strategy for the literature review consisted of the date of literature, search terms, and databases/ sources. To begin, the literature review focused on literature that was produced within the last five years. Community risks are constantly evolving, therefore it is important to capture recent sources to better understand the landscape in North Bay. The literature review also focused on the use of search terms as identified through community safety and well-being themes in Figure 1. Geographically, "North Bay" was used as a search term to ensure that the literature was pertinent to the city.

Literature was further collected through a survey. The survey was sent out to 68 organizations/ agencies who were identified as working in CSWB-related sectors and/or having an interest in the development of the CSWB Plan. The primary purpose of the survey was to collect organization/ agency strategic plans, research documents, and any other reports, plans, discussion papers, government submissions, briefing notes related to local community safety and well-being. A copy of the survey can be found on Appendix A. Ultimately, the survey was completed by a total of 55 organizations/ agencies representing an 80.9% response rate.

Figure 1 – Community Safety and Well-Being Themes



2.4 Screening

The criteria used to determine the value of a document within the context of the CSWB Plan was how well they assessed the research questions. For instance, if a document did not provide insight into the community safety and well-being landscape in North Bay or mention current and/or future housing needs in North Bay, it was discarded from the review. At the end of the screening, a total of 73 research documents were deemed of value for review.

2.5 Limitations

Accessing local grey literature proved to be a challenge to locate and access. A component of the search strategy was to review local organizations/ agencies websites for useful documents. Unfortunately, many organizations/ agencies do not post research documents online and tend to only post annual reports. The goal of the “Existing Research and Strategic Plans” survey was to obtain the organization/ agency documents that could not be accessed online. The survey proved to be limited in its results, however. First, only 13 or 23.6% of the organizations/ agencies surveyed noted that they had produced research documents within the last five years regarding community safety and well-being in North Bay. Of these 13 organizations/ agencies, only five submitted the research documents. Secondly, 45 or 81.8% of organizations/agencies surveyed have strategic plans. Again only a third of those organizations/ agencies submitted their strategic plans. Lastly, 19 or 34.5% of the organizations/ agencies surveyed noted having other useful content for this review, which could include reports, plans, discussion papers, government submissions, briefing notes, or other various content related to local community safety and well-being. These documents were only submitted by four organizations/agencies.

To continue, the documents submitted through the survey ranged in usefulness. In fact, of the 89 documents submitted, 16 documents were screened out of the literature review due to quality and applicability to the research questions.

3.0 Research Document Characteristics

3.1 Document Type

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

Table 1 - Research document types.

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

3.2 Geographical Area Covered

The research documents were also categorized by the geographical area the document related to. The documents were categorized into one of four geographical locations as listed in Table 2 below. Documents that focused on North Bay exclusively were sought after as they mirrored the geographical area covered in the CSWB Plan. This is a challenge, however, due to the larger jurisdictions (Nipissing District, Nipissing Parry Sound, etc.) covered by organizations/agencies related to community safety and well-being.

Table 2 - Geographical area covered by the research.

Geographical Area	Number
Nipissing District and North Bay	32
North Bay	23
Other	13
Nipissing District	5
Total	73

The majority of the documents (n=32 or 44%) were on a larger scale and referenced the Nipissing District in addition to North Bay, which is the largest municipality in the Nipissing District. The second-highest number of documents referenced solely North Bay (n=23 or 32%). 13 documents (18%) referenced locations outside of the Nipissing District and North Bay. The remaining 5 documents (7%) referenced predominately the Nipissing District.

4.0 Research Document Themes

The researchers categorized the major themes in the documents. Five major themes emerged following the review. Table 3 lists the major themes, in descending order. Documents often had more than one theme, thus, the frequency sum is greater than the 73 reviewed reports. The percentage is based on the total number of documents (73).

Table 3 - Themes by frequency of occurrence in research documents.

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

4.1 Substance Use and Abuse

Substance use and abuse was identified as the most common theme in the literature reviewed. In fact, 38% of the research documents reviewed contained content surrounding substance use and abuse. The community of North Bay has recognized the need for increased addiction programming and services (City of North Bay, 2020a). In 2019/20, there was an increase in service use with regards to alcohol and drug assessment compared to previous years, alluding to the need for more services to continue to meet the needs of service users (Community Counselling Centre of Nipissing, 2019). Notably, there are many waitlists for addiction services in North Bay; both the addictions residential treatment beds on King St. and the North Bay Recovery Home's residential beds are waitlisted (Ontario Health Coalition, 2020). The literature reviewed frequently identified substance use and abuse as a barrier to finding housing and a top-three risk factor locally (District of Nipissing Social Services Administration Board 2019; Gateway Hub, 2018).

To continue, the opioid epidemic in Ontario has reached new heights; from January 2019 to September 2019, one person in Ontario died every 4.7 hours from opioids (Ontario Provincial Police, 2020). According to the Ontario Provincial Police (2019), opioid-related incidents in North Eastern Ontario rose to 22% in 2019 from 9% in 2018. Similarly, in the North Bay Parry Sound region, the rate of opioid-related emergency department visits among the 25 to 44 years of age demographic was notably higher than the provincial rate between 2013 and 2017 (North Bay Parry Sound District Health Unit, 2018). Thus, providing evidence to support the opioid pandemic's severe impact on the North Bay region.

The literature also supports community concerns around substance use and abuse. The North Bay Police Service issued a survey to the public and the results indicate the issue of drugs and drug-related crimes is a predominant concern among community members (Oraclepoll Research Limited, 2015). According to the City of North Bay (2020a), when compared to the provincial average, Nipissing District has higher levels of smoking and alcohol abuse than Ontario. Similarly, students in the North Bay Parry Sound District used more illegal drugs in 2011 than the provincial average (Saad, 2013). Notably, students in the North Bay Parry Sound District also consumed significantly more alcohol (64.2%) than the provincial average (54.9%) (Saad, 2013). Additionally, in the North Bay Parry Sound region, a higher percentage of male students reported using cannabis in the last year (2010/11 & 2014/15 combined) compared to male students in other northern regions and Ontario (North Bay Parry Sound District Health Unit, 2017). Thus, it is evident to recognize that Nipissing District and the City of North Bay have high rates of substance use and abuse, especially when compared to the provincial average.

Within the literature, there were some suggestions to address substance use and abuse in the community. Lentinello & Rush (2018) recommended a broad systems approach to achieve a mezzo level impact. Lentinello & Rush (2018) also noted that in order to improve accessibility and effectiveness of services for people experiencing substance use problems, further collaboration across multiple stakeholders is necessary. Moreover, an emphasis was placed on the need for a balance of evidence-informed psychosocial and clinical interventions when working with individuals with substance use problems (Lentinello & Rush, 2018). From a strengths-based perspective, there are several strong networks and services in the Nipissing

District that help identify and support those in the community using substances. Lentinello & Rush (2018) identified several existing services in the Nipissing District that support service users with substance-related issues, including but not limited to: withdrawal management, residential treatment, and community assessment and recovery service. However, in the same breath, Rush and Lentinello also note that the strong collaboration and partnerships “do not in fact translate into well-defined community care pathways across providers”.

It is important to note, the literature findings correlate with local newspaper coverage highlighting significant substance use and abuse within Nipissing District and in North Bay. 63 news articles were examined from local newspapers and related extensively to the theme of substance use and abuse in North Bay over the last year. Many articles addressed the current opioid crisis in the city and drug-related crimes.

4.2 Mental Health

Mental health was another common theme and was discussed in 30% of the literature. As noted in the Mayor’s Roundtable report (2020) has indicated that Nipissing District has higher rates for levels of mood disorders, anxiety disorders, and suicide than the provincial average. In turn, the North Bay community has recognized the need for more mental health supports and has prioritized the need for an increase in access to 24/7 mental health supports outside of a hospital setting (Mayor’s Roundtable 2020). Moreover, in 2020, The Gateway Hub Table identified mental health and cognitive functioning as the top risk high-level risk priority (Gateway Hub, 2020). Similarly, the North Bay Police Service (2018) note that out of the approximate 30,000 calls the North Bay Police Service receives a year; 20% of the calls are primarily related to mental health and addictions. Thus, the literature has shown that mental health is a prominent and vastly growing issue in the North Bay region.

In terms of children mental health, approximately 1 out of 4 hospital crisis calls are responded by Community Mental Health child and family therapists (Mayor’s Roundtable, 2020). Although crisis calls represent a need, capacity is required for timely treatment to mitigate and reduce risks and the the potential for family breakdown. Similarly, the North Bay and Parry Sound District Health Unit have indicated that 1 out of 4 students in the region wanted to speak with someone about a mental health concern but did not know how to access supports (North Bay Parry Sound District Health Unit, 2017a). The difficulty in navigating the local service system continues as it was more recently identified in the network mapping and focus groups (see these sub reports also). There must be equal access to health services and social supports given they are important determinants of health (Mayor’s Roundtable, 2020). This illustrates that not only are adults experiencing mental health-related concerns in the region but children and adolescents are also experiencing these same concerns and not receiving adequate access to services. This is likely related to the large waitlists and wait times for mental health services. Children’s Mental Health Ontario (2020) reports that 28,000 children and youth (under 18) are on waitlists for mental health and addiction services. In Nipissing, Hands the Family Help Network reported 170 children and youth are waitlisted for mental health services (Lee, 2020). The Gateway Hub (2017) recommends to better meet the needs of youth in the region; increased collaboration and strengthened partnerships between all children and youth services in the region is necessary.

Kauppi, Pallard, & Shaikh (2015) did a study on mental illness and homelessness in North Bay, Sudbury and Timmins respectfully. Their findings show of the participants in the study; 34% of those experiencing absolute homelessness and 46% of those at risk of homelessness suffered from mental illness and other health-related problems in the past year. Thus, indicating the high correlation between mental health and homelessness. The Mayor's Roundtable (2020) indicates that it is circular pattern where mental health can put housing at risk, and a lack of housing exacerbates mental health issues. Moreover, The Gateway Hub (2017) notes that a lack of timely assessment can result in unintentional harm for service users and can cause a great deal of dissatisfaction for both the provider and service user. Similarly, the District of Nipissing Social Services Administration Board (2019) has cited various gaps in the Nipissing District related to a shortage of family doctors and psychiatrists and wait times to access mental health treatment. A prominent suggestion would be to improve timely psychiatric assessment for service users in North Bay (Gateway Hub, 2017). From a strengths-based perspective, there are many supports and services in North Bay that assist individuals with their mental health and wellbeing. According to the Ontario Health Coalition (2020), North Bay has many mental health and concurrent disorder services that are adequately serving the needs of individuals dealing with mental health issues in the city and surrounding regions.

The literature findings correspond with local newspaper coverage regarding mental health in Nipissing District and North Bay. The review also looked at 34 news articles from local newspapers that exclusively explored mental health issues in North Bay over the last year. The majority of articles discussed the local impact of the COVID-19 pandemic on mental health.

4.3 Housing and Homelessness

Housing and homelessness was the third most common theme discussed in the literature reviewed and was found in 25% of the literature. Homelessness in North Bay is on the rise and is increasing in complexity. According to the 2020 Point-in-Time (PiT) Homelessness Count, 242 individuals were counted as homeless and completed surveys representing a 90.6% increase over 2018 PiT Count figures (DNSSAB, 2020b. Note: any difference in PiT Count methodology needs to be considered when making comparisons between periods/counts).

A gap routinely identified in the literature is the lack of transitional housing in North Bay. As per the Mayor's Roundtable Report on Mental Health and Addictions (2020), North Bay requires a Transitional Housing Stabilization Centre, which includes among other vital services, short-term transitional housing. Transitional housing has been identified as a critical missing component to the City's housing continuum because this form of housing includes housing support services that ultimately teach individuals life skills aimed at making the transition to other forms of housing easier. Investments in transitional housing are also noted in the Nipissing District Housing and Homelessness Plan (2020a) along with the North Bay Indigenous Friendship Centre Suswin Report (2020). Invariably, the creation of new transitional housing through the Gateway House and Suswin housing projects will start to close this formidable gap.

The lack of safe affordable housing has also been identified as a major problem facing North Bay. The lack of safe affordable housing has also proven to be a barrier to employment and connecting with the labour market (DNSSAB, 2019d). Housing issues are also exacerbated by

lengthy wait-lists for subsidized housing and the unwillingness of landlords to rent units to youth and/or marginalized populations (DNSSAB, 2019c). Housing affordability is further impacting newcomers in North Bay as research shows that this population group are more likely than other residents to spend over 30% of their gross income on housing (Brown & Armenakyan, 2020).

Concerning Indigenous populations, multiple research documents point to the disproportional amount of Indigenous people in the Nipissing District homelessness population. Indigenous Peoples represent approximately 14% of the District's population, however, make up 42% of the homeless population that was surveyed in the last Point-in-Time Count (DNSSAB, 2020b). These figures are being seen across northeastern Ontario and are believed to be linked to chronic underfunding of housing solutions for Indigenous Peoples (Kauppi et al., 2015).

The COVID-19 pandemic will also affect homelessness. Not only have shelter resources been strained as a result of the need for increased screening and sanitation but warming centre's and low-barrier shelters have emerged due to the need for additional socially distanced shelter beds. A total of five sites at one point or another served as a low-barrier shelter and/or warming centre in 2020 in North Bay. Funding pressures and site suitability were the primary reasons for the multiple site changes. As per the North Bay Police Services report (2020), the low-barrier shelter operations accounted for a total of 364 police incidents from January 1st to September 23rd, 2020, which would be the highest for a single address in the city if the low-barrier shelter had operated at a single site during that period. This represents an average of 1.4 police incidents per day related to the low-barrier shelter. The pandemic has also resulted in an economic recession that researchers anticipate will lead to an increase in homelessness that could be felt up to five years from the onset of the recession (Falvo, 2020).

Lastly, housing and especially homelessness continue to dominate local news articles. In fact, over the last year, a total of 71 articles were published by local newspapers about housing and homelessness. The majority of the articles in 2020 dealt with the impact of COVID-19 on homelessness and the additional homeless shelter beds and sites that spurred as a result of the pandemic and the growing concern for homelessness. Moreover, articles also focused on the costs associated with shelter operations and the lack of shelter space in North Bay.

5.0 Municipal Plans

A variety of municipal plans were also reviewed to better understand their implications for community safety and well-being and these include the following:

- City of North Bay Official Plan
- City of North Bay Age-Friendly Community Action Plan
- Building a Creative Community: A Cultural Plan for North Bay
- City of North Bay Active Transportation Master Plan
- The City of North Bay Energy Conservation and Demand Management Plan
- Growth Community Improvement Plan – City of North Bay

5.1 City of North Bay Official Plan

The Official Plan (2018) is the primary planning framework for land use planning in the City of North Bay. Through land-use planning, the Official Plan guides the City's vision to foster a City that is safe, healthy and secure, has equitable employment and education, and ensures economic and community development represents good planning to enhance the City's natural and cultural setting. The Official Plan also follows the guiding principles that relate to community safety and well-being. Notably, the Plan aims for a suitable supply and range of housing types, efficient public transit including active transportation options, and access to employment services, education, health and social care, sports recreation, culture and parks.

5.2 City of North Bay Age-Friendly Community Action Plan

Developed in 2016, North Bay's Age-Friendly Community Action Plan aims to help make the community a better place to live, work, play, and learn at every stage of life. The plan considers the City's strengths and weaknesses in aspects of community life that are important to older adults. The Plan's goals are aligned with community safety and well-being especially from the lens of older adults. Goals include safe, accessible, and well-maintained outdoor spaces, affordable and accessible public transportation, safe, affordable and accessible housing, and inclusion of older adults in the community (communication, civic engagement opportunities, awareness of needs and contributions). The implementation status of this plan is currently unknown.

5.3 Building a Creative Community: A Cultural Plan for North Bay

North Bay's Cultural Plan (2011) is a framework intended to help integrate cultural resources with community development planning and decision-making agendas. The Cultural Plan recognizes the role of culture in growing local economies and enhancing quality of life. In terms of its connection to community safety and well-being, the Plan looks at culture as a tool to celebrate diversity and to foster inclusion. Moreover, culture is deemed essential to quality of life and ultimately enhances North Bay's attractiveness.

5.4 City of North Bay Active Transportation Master Plan

The Active Transportation Master Plan was developed in 2019 to expand active transportation in the City of North Bay. Active Transportation is linked to multiple benefits including health, environment, energy consumption, and business retention and attraction. These benefits are all linked to fostering a healthy community and are pertinent to community safety and well-being.

5.5 The City of North Bay Energy Conservation and Demand Management Plan

The Energy Conservation and Demand Management Plan (2019) focuses on reducing corporate dependency on conventional forms of energy, which are often greenhouse gas-intensive. In turn, the Plan promotes the use of renewable forms of energy and sees the City taking a leadership role in conservation. The Plan's vision to promote a healthy community through the implementation of more sustainable energy practices aligns with community safety and well-being.

5.6 Growth Community Improvement Plan – City of North Bay

Recently developed in 2020, North Bay’s Growth Community Improvement Plan strives to support and encourage sustainable growth and development within housing, the industrial sector, and the City’s Downtown Core including the waterfront. The Plan looks to create a diversified and resilient local economy by targeting investments into employment, housing, and the downtown core. Community safety and well-being themes are captured in the Plan, such as housing (encouragement for more affordable homeownership and rental opportunities), employment (increasing employment opportunities and retaining existing employment), and infrastructure (improving the physical condition of buildings and creating new usable space in the downtown area).

6.0 Strategic Plans

Strategic plans set the course of an organization/agency over a period of time. In addition, they are the primary document to record an organization/agency’s mission, vision, values, goals, and outcomes. A total of 39 strategic plans and websites from local organizations/agencies were reviewed. Organizational values, goals, and outcomes were analyzed to better understand the commonalities within the community and the overall shared community visions.

6.1 Values

Mission and vision statements are critically important as they define an organization/agency’s purpose and goals. Organizational values are also often expressed in mission and vision statements. Based on the review of strategic plans and organization/agency websites, a total of 68 values were expressed in local organization/agency mission and vision statements. Figure 2 displays the top five organizational values based on the frequency of occurrence. Respect was the most frequently stated value and appeared in 21 or 53.9% of the statements reviewed.

Organizations/agencies want to ensure that they are respected in the community and offer services that are respectful of the diverse needs of their clientele. Collaboration was the second

most stated value and appeared in 15 or 38.5% of the statements reviewed. Organizations/agencies that included collaboration in their statements acknowledge the role of working together as community partners to achieve their mission and vision. Values directly linked to community safety and well-being are also frequently stated in the statements. Inclusivity was the third most frequent values, while safety was tied for 4th, health 6th, and wellness/well-being tied for 9th.

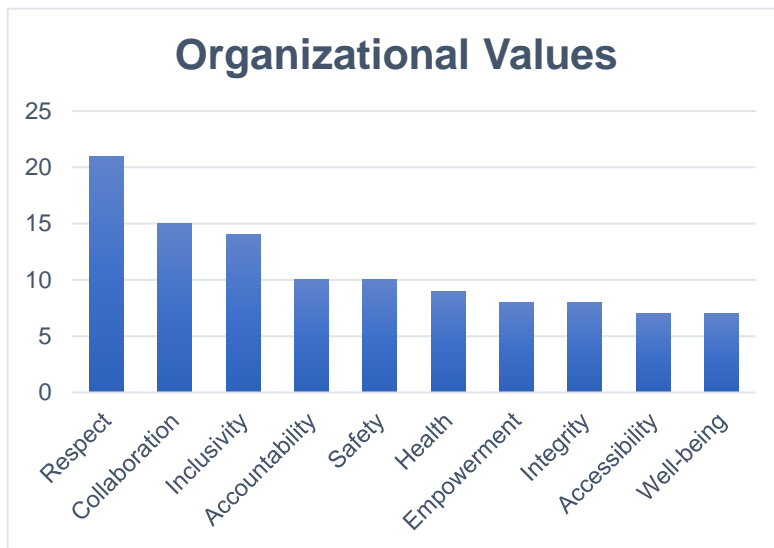


Figure 2 - Organizational values by frequency of occurrence.

6.2 Goals and Priorities

Strategic planning also involves setting organizational goals and priorities for the planning period. The goals and priorities should be linked to the vision, mission, and values. Upon reviewing the 39 strategic planning documents, a total of 53 themes or values were identified in organizational goals and priorities.

Figure 3 illustrates the top 10 themes identified through the reviewed strategic plan goals and priorities. Collaboration was the most frequently identified and appeared in a third of all strategic goals reviewed. This is consistent with organization values as collaboration was the second most

stated in the mission, vision, and value statements. Effectiveness and health were the second and third most frequently stated and appeared in just over a quarter of the strategic goals reviewed. It is important to note, effectiveness and efficiency were only stated once as organizational values and communication and promotion were not stated at all. These were, however, all in the top 10 themes of the strategic goals and priorities reviewed. In addition, respect was the most frequently stated organizational value but was not identified in any strategic goals and priorities.



Figure 3 - Organizational goals and priorities by frequency of occurrence.

7.0 Conclusion

The literature review has revealed a great deal of literature surrounding community safety and well-being in North Bay. It has also revealed that there are common themes within the literature. Substance use and abuse, mental health, and housing and homelessness were the most common research themes, which correlates to local news coverage on these topics. Research has shown that North Bay has a higher rate of opioid use, mood disorders, anxiety disorders, and suicides as compared to the Provincial average. Along with these higher rates is an increase in homelessness in the City coupled with long waitlists for addictions, mental health, and housing services.

Municipal plans have also played a role in promoting community safety and well-being, however, it is critical to ensure that these plans are fully implemented. Finally, organization/ agency strategic plans have shown to be focused on collaboration in terms of organizational values, goals and priorities. It is also worth noting that the key themes of safety, health, inclusivity, and well-being are all among the main organizational values within the strategic plans reviewed.

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Appendix A – Strategic Plans and Existing Research Survey

CSWBP - Strategic Plans and Existing Research

Welcome to Strategic Plan and Existing Research Survey!

The City of North Bay is currently developing a plan to increase community safety and well-being. Your organization has been identified as working in CSWB -related sectors and/or having an interest in developing the Community Safety and Well-Being (CSWB) plan. We would appreciate if you could take the time to complete the following survey which will assist in the plan's development.

The CSWB plan research includes conducting an informal literature/ content review to identify the existing body of work and evidence around community safety and well-being in North Bay. The review will reveal what is currently known about community safety and well-being in North Bay and avoids 'recreating the wheel' during the research process. Synthesizing and combining the results from the local literature will also help to inform strategies and practices for the CSWB plan's implementation.

The following survey questions will help us to determine whether your organization has any literature or documents that are relevant to the review and developing North Bay's CSWB plan.

The information and data collected in this survey will be used to inform North Bay's Community Safety and Well-Being Plan. As the survey respondent you will not be identified in any published survey reports or findings. The survey results and findings may appear in the final plan and other various public reports, and/or be included in various presentations or shared with community partners.

* 1. Survey participant information:

Organization/agency name:	<input type="text"/>
Participant name:	<input type="text"/>
Job title:	<input type="text"/>
Email:	<input type="text"/>
Telephone:	<input type="text"/>

CSWBP - Strategic Plans and Existing Research

Community safety and well-being themes include, but are not limited to, mental health, addictions, education, employment, income, poverty, homelessness, housing, family violence, discrimination, and victimization.

* 2. Has your organization produced any research documents within the last five years regarding community safety and well-being in North Bay?

- Yes
- No
- Not sure

CSWBP - Strategic Plans and Existing Research

If there are any issues, with the file upload feature, please email the document(s) to CSWB@dnssab.ca.

3. Please attach these research documents below.

Choose File

Choose File

No file chosen

CSWBP - Strategic Plans and Existing Research

* 4. Does your organization/agency have a strategic plan?

- Yes
- No
- Not sure

CSWBP - Strategic Plans and Existing Research

If there are any issues, with the file upload feature, please email the document(s) to CSWB@dnssab.ca.

5. Please attach your strategic plan below.

Choose File

Choose File

No file chosen

CSWBP - Strategic Plans and Existing Research

* 6. Other useful content for this review includes reports, plans, discussion papers, government submissions, briefing notes, or other various content related to local community safety and well-being. Does your organization have any of this content or documents?

- Yes
- No
- Not sure

CSWBP - Strategic Plans and Existing Research

If there are any issues, with the file upload feature, please email the document(s) to CSWB@dnssab.ca.

7. Please attach these research documents below.

Choose File

Choose File

No file chosen