



# Minutes

## Of a Meeting of the Crime Prevention and Community Well-Being Advisory Committee of the City of Kenora

Friday, April 19, 2024

9:00 a.m.

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**With:**

Darcia Curtis	Jared Olsen
Denise Forsyth	Taras Manzie
Regan Dearborn	Cynthia MacDougall
Anita Cameron	Shannon Bailey
Councillor Barb Manson	Jodelle Maksymchuk
Councillor Bob Bernie	Councillor Lisa Moncrief
Jim Neild	

**Staff:**

- Eric Shih – CSWB Coordinator
- Kyle Attanasio, CAO
- Heather Pihulak, Director of Corporate Services/City Clerk
- Heather Lajeunesse, Enforcement Services Manager/Deputy Clerk
- Christiane Sadeler – Consultant

**Regrets:**

Jill Hager	Hayley Pentek
Grant Cowles	Logan Haney
Jeff Duggan	

### 1. Call to Order and Land Acknowledgement

Chair Darcia Curtis called the meeting to order at 9:03 a.m. and delivered the land acknowledgement.

### 2. Declaration of Pecuniary Interest and the General Nature Thereof

There were none declared.

### 3. Additions to and Approval of Agenda

No additions to the agenda declared. Agenda accepted.

### 4. Approval of Consent Agenda

**Moved by R. Dearborn, Seconded by J. Olsen and Carried -**

That all items listed under the Consent Agenda be approved as recommended.

4.1 CSWB Coordinator Update April 2024

-Eric will speak to his update later in meeting

## **5. Approval of Minutes from Previous Meeting**

### **Moved by R. Dearborn, Seconded by S. Bailey and Carried -**

That the Minutes of the Crime Prevention and Community Well-Being Advisory Committee meeting held March 15, 2024, be confirmed as written and filed.

## **6. Community of Practice: Presentations about CSWB Experience and Governance:**

Christiane introduced Jan Fox and Amy Sicliano to the group and shared their biographies.

### **Jan Fox, Executive Director, Reach Edmonton**

Jan explained that she and Amy do a lot of these presentations together, so they will tag team a bit during their presentation. She indicated that a PowerPoint of this presentation will be provided after and referenced the website to find more information on Reach.

Jan shared the history of Reach, a community based, not for profit organization that began as a task force set up by the Mayor and Council of Edmonton. Its goal is to make Edmonton a safer community by focusing on crime prevention programs and initiatives.

The task force group did extensive consultations in Edmonton with various people and the Reach report (on website) was created. It has 9 recommendations with many initiatives as a result. This is a small number, but these have served the test of time.

Reach is a stand-alone organization, separate from the Municipality with a board of directors, so as not to get caught up in bureaucracy which they find is their greatest strength. Many groups across Canada are embedded in municipalities which is ok too as there are various groups and issues. The best solutions are grass roots and lay within the community. Communities have great ideas they just need help with implementing them. Reach provides a service by bringing groups and organizations together to solve complex issues. Collaboration is the best way, as it is hard work and not everyone has the time. Reach is funded by the City of Edmonton and other levels of government. They do not compete with direct service providers for funding.

In regard to programming, Reach is the catalyst that starts up the intervention to fix the gap, then they get out of the way and let the community handle the work. Sometimes this doesn't work well, as people don't want to let you go. That can be a challenge and they sometimes have to work hard to get the community to take over the programs. The work is diverse and complex, it can be hard to determine what is community safety and when to stay in your lane.

Crime rates are not the only indicator. The Reach flagship program is 24/7 crisis support, callers can dial 211 and a non-uniformed responder will be dispatched for them, their team will go. They try to be the right resource at the right place at the right time.

The challenge is that this is not where they want the organization to be, as they should be more dedicated to crime prevention than crisis diversion and response.

Jan touched on some of the other programs and initiatives that Reach offers to various communities. She suggested again that committee members go on their website to view details and she will share the PowerPoint presentation after as well.

Jan spoke to Reach's successes and how they got the buy in. The city of Edmonton has invested heavily; they started with 4-5 staff and now have over 21 staff. Other levels of government have also invested. Community consultation was key, this directed the creation of Reach.

Then people started to question what they actually do and it was at times hard to explain the work of Reach. They really had to increase credibility in part through presence on social media. Also doing community report backs, after they are given funding dollars etc. they will give a report on how these dollars were spent, which is impactful for Council and constituents. The other thing for buy-in is to have a highly credible board, and they feel that they have the best board in Edmonton for not for profits which makes a huge difference. Reach has the full and complete support of city council, the last request for dollars had a unanimous vote from council. Reach works really hard to ensure that the councilors are comfortable and have a say. Last thing, on the Reach board they have advisors which are members that don't vote but have a special area of expertise. There is a councilor advisor as well, to be strongly informed and bring information back to council.

Jan shared the challenges, the main one being how to describe their work. She referenced there was a similar organization aiming to end poverty in Edmonton but this ended as they were not able to very well describe what they were doing. Another challenge is when resources are tight, cuts will threaten well-being. You have to work really hard at building relationships with city administration. It can be easy to cut external organizations and relationships matter in that regard. Another challenge where you need to be really careful is to not be seen as taking credit for the work. A recent challenge is seeing real political interference in things, there is a lot of fighting with various levels of government which is impacting funding. Another challenge is in creating a really diverse leadership team. Reach has to work hard to encourage people from other cultural backgrounds to come work with them.

Jan shared some of Reach's proudest moments and successful collaborations. A while back there was an opportunity to apply for grants for gang related issues. Several groups were going for the money, but all the groups collaborated instead of competing. They got all \$5 million of the funding and it was spread equally, it was a successful moment.

Another proud moment was when a radio announcer had gone to a school, and he realized they didn't have programs. He went back to the school with a soccer ball and got people involved, which grew and grew. He then went on the radio and asked for old used soccer equipment to help with the program. Jan heard this and wondered why it was old stuff they wanted, so asked if Reach could help by funding. This helped and now it has expanded into an organization called Free Play which has over 3,000 kids participating.

Reach has had lots of success working with the newcomer and Indigenous communities. They take a neutral stance and create a safe space for all the groups and organizations to come together. Reach has been invited to be part of various groups and has received recognition for its work by many.

Jan talked about taking care of the small things, explaining that in the last year they have focused a lot on better organization internally. Such as better human resources, implementing a four-day work week, and it's phenomenal how important this has been. They have retained staff, and it has been easy to recruit, as they are paying attention to work-life balance.

Some of the more daunting things is board management, which is job number one, making sure the boards gets what they need to advocate, as well as dealing with the city and partners can be sometimes difficult. Another thing is dealing with police and maintaining balance and relationships, as everyone is competing for the same dollars.

Christiane suggested that Reach has a great example to build on and asked the committee members if there were any top-of-mind questions.

Councillor Bernie mentioned the misalignment with the levels of government and asked how Reach aligns with other levels of government.

Jan suggested this is big question, explaining that in Alberta the Premier is often angry with the Prime Minister, and each time the federal government tried to give the province money the Premier says she doesn't want it. The Mayor in turn is fighting with the Premier and suggests that the Province is not giving them enough money. Reach receives much funding from various grants, and they try not to side with any government and just aim to demonstrate the value of the funding. They lobby all levels of government which they couldn't do if they worked for the provincial or the federal governments.

Councillor Bernie shared that different personalities respond differently to issues and to be careful about vilifying people that have different opinions, and that it is important respect opinions as no one is fully right or wrong. We need to have that in mind, and he is seeing it now in his role and it is something we all have to acknowledge and address.

### **Amy Sicliano, PhD Public Safety Advisor, Halifax Regional Municipality**

Amy shared a Powerpoint Presentation: From Reducing Crime to Creating the Conditions for Community Safety: Perspectives from Halifax. She explained that the presentation is a 15-minute snapshot of an 18-year journey. It has been an incredibly long journey; and Halifax is a little bit behind Edmonton even though Halifax has maybe been at this a little longer.

Amy shared that this work began in 2006 after several high-profile incidents, primarily related to alcohol and drinking incidents, as Halifax is somewhat of a drinking community being it has a popular bar scene. A Mayor's roundtable was established to get people to think differently. It was led by criminologist Don Clairmont, who went out and set up several community conversations led by different organizations and community leaders

across different sectors, involving 1600 people. He came back with a report in 2008 which included many recommendations. One of the most important ones was the creation of a Public Safety Advisor (now Amy), with the reasoning that if you have someone on staff to steer the ship, to bring people together to build on the strength of the community to deal with issues, then you will see change. The position was first established within the police department, then later it was pulled from there and put into the office of the CAO like the report had planned for. Amy's predecessor in the role created a public safety strategy which included 76 recommendations. The strategy was approved in 2018 and was set to expire in 2022. In 2021 they started the work of strategy renewal and created a new 2023 strategy, which is what they are working with now.

Amy explained that through their previous and new strategy their main job is to oversee implementation. They provide community safety and well-being training, by working with the community and frontline staff to train in different approaches. This is to broaden the toolbox to deal with incidents, to de-escalate crisis situations and to reduce police involvement. They provide a range of advice and informed approaches within the municipality and community. They sit on the advisory committee for the only overdose prevention site in Halifax. They lead two programs, Community Mobilization Teams as well as Safe City and Safe Public Spaces. With mobilization they build relationships with community leaders and build programs on crisis prevention and intervention. Providing trauma-informed support can greatly reduce criminality later on. Safe Cities is about addressing gender individuality. They have been starting some new initiatives in this regard with new funding.

Amy spoke of lessons learned along their journey. It's important to reframe the problem away from reducing crime to creating conditions for safety. Police play a role but not the only role, everyone else plays the main role. Crime stats are important but are not the complete picture. Secondly, Amy suggested to build on the assets in your community, map the strengths, build up resources. Thirdly, resource the plan appropriately. In the Halifax plan there were 76 actions and one staff with a budget of \$2000. When they went to council with the new strategy it was much more streamlined, they provided them a list and asked for all the money that they needed to implement the strategy, and this was important to do.

There are three action areas as a result from lessons learned. There is community led public safety leadership, they continue to work closely with community groups and municipal business units to support and champion public safety initiatives. Crime has gone down since the 90s, there are lots of groups involved, they have looked closely at research to determine a strategy. Committee members can read more about this on the website. The second area is a focus on a broader spectrum of responses to social issues and harms to establish a continuum of responders to social harms. This ensures the most appropriate response and reduces pressures on municipal services. The police are dealing with a large array of responses, they are trying to get police out of some of it by creating alternatives. The third action area is to establish a center of responsibility for community safety as there is a need for an appropriate structure to advance public safety initiatives. This will provide the capacity and authority to lead initiatives and convene with partner organizations and experts.

Amy had thought about a Reach type program for Halifax as well. She went to council with a new strategy and as one person and ended up with a team. This new structure is wonderful as it gives the resources needed to do the work that needs to be done. Challenges are there are other emergencies in the area which have taken people away from the work that needs to be done in prevention. The housing crisis is also a challenge, diversity on the team and working with diversity in the community can be a challenge. Working with Indigenous peoples has also been a challenge, and now a position has been hired internally to assist with engaging everyone.

Christiane asked committee members if they had any questions, adding that where CSWB work is located can be in the municipality or very much an independent body. She shared that Kenora is a part of the Canadian Centre for Safer Communities of which Jan is Chair. Eric is City of Kenora's representative on that network.

Shannon expressed appreciation for the presentation, adding that what was just articulated is quite a ways down the road for us.

Eric inquired if a model has been seen for smaller communities more comparable to Kenora's size, in terms of funding and resources.

Jan indicated that resourcing is a challenge whether it is in a big or small community, it is what the mayor and council choose to invest in. For Kenora the issue would be getting the commitment, the available resources need to go into this. Don't say you have a plan and not put the resources into it, or it won't work, get the work done by talking together.

Anita confirmed how important it is to describe the work and asked if there were any tips for this. She can relate as she has done work that is hard to describe.

Jan responded that they (Reach) hadn't invested well at the beginning in a communications strategy, and now they have 3 of their 21 staff dedicated to communications. They have put a lot of attention on becoming more known. The more the message is out the more funding comes in. She explained various ways they communicate including social media, podcasts, and group meetings. The board did an exercise at a Reach retreat where members had to tell what Reach does and about their program, to become ambassadors. A survey was sent to staff asking about their work and if they liked it. A lot of feedback was received which led to changes in things internally. They collect feedback on reports, checking algorithms for social media and website media contact.

Denise confirmed that Kenora has lots of assets. When she looked at Amy's schematics, she suggested that Kenora is further ahead, we have all the services here or at least 90 percent. She indicated our structure is different referencing the All Nations Health Partners Team (ANHP), and that there is a commitment to have a level of alignment. Sometimes we don't fully appreciate the inventory of available services and we don't communicate or share the work well. She referenced the CMHA trade show last fall for Kenora-Rainy River which was attended by over 100 people, and that we did lots of

training and dialogue and set up booths of services that currently exist. In Kenora homelessness is paramount, people having a home is the best form of harm reduction, but some people don't know how to own or live in a home. She referenced what Amy said about people that are part of the problem to becoming part of the solution. We need to build capacity in individuals and provide them with meaningful opportunities for skill development. It's unfortunate that we didn't get funded for a social enterprise system as this would have helped to change the narrative. There is lots of work to be done, we need to provide people with the skills that they need to be able to maintain a productive lifestyle and we need to provide them with the resources they need. We do need to change the trajectory, but we also have lots of strengths as a community.

Councillor Bernie suggested that this is good conversation. One thing that's important not to lose sight of is that often times we can talk about things, but there is a shortage of boots on the ground. He shared that the OPP are doing some exciting things in the community by investing in youth engagement, we have to spend time with people such as youth. He referenced Dr. Irvin Waller's presentation in that most violent crimes are happening amongst young males, and we need to spend time with this population. Often there is a gap that is never really addressed unless people find time to do the work. He has been involved in youth programs with volunteers that don't show up. In his time he has seen various initiatives with both successes and failures. People need to invest, which is an important factor, because if there isn't consistency you are doomed from the start. Let's really dig in and operationalize this, there needs to be a firm plan or else we are destined for failure. We need to make a trajectory change to correct the course and affect this, there is a need to cement this aspect.

Jim reiterated what has been mentioned, referencing the flow chart and that Denise is 100 percent correct we have the services and resources here, some of them for almost a decade. He also referenced that OPP have started a youth initiative based on action therapy. There are plans in place, but the communication piece is an issue. He suggested there are lots of programs there and maybe sitting down and discussing how to get the boots on the ground to do the outreach work is what is needed.

Christiane agreed that there are some key ingredients, and Kenora has many including a dedicated staff position that the City has established in an effort to continue to coordinate the work. Kenora may be small but many of the learnings that came out of the presentation is that this work is incredibly relationship focused and dependent on making connections within the community.

Christiane thanked both presenters and asked if there was any final piece of advice or thoughts they could share.

Jan stated that she wanted to say how important it is to recognize what you have for resources. Just the committee you have is incredible, you are well on your way. She is always looking for opportunities to talk about this so please reach out as you are unpacking things, we can learn from you as you can learn from us.

Amy expressed that she echoes what Jan says. Eric is incredibly passionate, intelligent and driven, he can move mountains with the right support. You have a great champion to lead this, this is the beginning.

Chair Darcia thanked the presenters for attending.

**Sylvia Dubray, Well-Being & Safety Plan Coordinator, City of Williams Lake**  
Sylvia was not able to attend this meeting.

*Break from 10:55 - 11:05 a.m.*

### **7. Checking progress on gathering data and hosting self-led consultations**

Christiane reminded the group to get their data in as soon as possible and to host their DIY consultations.

### **8. Preparing for May planning day and consultations/site visits**

Christiane will be in Kenora in a few weeks, she reminded committee members there are consultations that need to be done by them and to use the self-led guide to ensure consistency. Ask the same questions of everyone you are meeting with, and ensure you read the ethical and legal considerations. Please take a look at what you have committed to and at this point you need to make it happen. She thanked those who lined up consultations for her while she will be in Kenora. There are some consultations that she isn't doing and pleaded for members to do theirs as without the data it is hard to move forward. Christiane advised there is a schedule for the planning day and asked members to please stay for the whole day as it will be hard to walk away with a shared understanding without everyone there. Shannon let the group know she is not able to attend the planning day as she will be away in Ottawa.

### **9. Coordinator, subcommittee and working group updates**

Eric indicated that he has shared his updates in his report and that this is an opportunity for people to ask him questions. He has been getting ready for Christiane's visit for the three days in May. A good number of people are slated to attend the sessions in terms of social service providers. He had a good meeting about communication with the ANHP to get to know each other's approaches. Regarding outreach, he has attended meetings with groups. Eric asked if any members were attending the upcoming CPTED Canada conference, he will be attending virtually. Councillor Bernie is going in person and looking forward to it. CPTED expert Steve Woolrich will be doing an upcoming residency study in Kenora and will attend part of the committee's May workshop planning date. Eric asked if the group had any questions.

Anita inquired about the TRC Sub-committee, she has drafted terms of reference and the item wasn't included on the agenda so is wondering how to have them approved as we are on a timeline for this too. Next month's meeting will be devoted to the planning session so this will not get onto an agenda until June. Darcia suggested that the draft terms could be circulated electronically to the committee for review. Christiane asked if the Project Team can take this on, which Anita is a part of. She



added that she has seen the draft terms of reference and doesn't think there will be any concerns from the committee.

Kyle confirmed we have gained consensus to move on with the terms of reference electronically in other situations, but they still need to be formalized. The Project Team will review the terms of reference and move them forward. They can then send to CPCWB committee for review and electronic vote.

## **10. New Business**

Councillor Bernie made a recommendation that the group discuss the potential of holding a conference/summit. There is an idea that was formed to hold a one day, or one and a half day, facilitated conference for various groups. There would be an EMCEE as well as booths included so that attendees can become familiar with some of the services that exist in Kenora. There were questions about how we pay for the event. In terms of what is possible we have a very talented committee, we may be able to seek funding or partners, the City and the ANHP would also have a role. It would be to educate and have a visible presence, a teaching moment. He proposed this as a project to the group.

Shannon commented that the idea is fantastic, adding that Keewatin-Patricia District School Board could potentially be a funding partner if there is a youth component. It is important to have youth component, and they support cultural learning opportunities as well.

Councillor Bernie inquired about the planning committee. He will take this back to discuss how this aligns with this project, or if it would be a one off.

Denise suggested this is an idea to explore, such as funding, resources, and timeframe.

Darcia indicated that she has found evidence-based information helpful and they can have further conversations to see how things align.

## **11. Meeting Evaluation Round Table w/ message priorities**

Highlights of this meeting will be communicated out; Eric will arrange for this.

Darcia indicated that there will be no round table as we are out of time but if anyone has remarks to please raise their hand. The next meeting will begin with a bit of a debrief and we can build things into the next meeting, email feedback can be provided as well.

## **12. Adjournment**

The meeting was adjourned at 11:31 a.m.

### **Actions Arising:**

1. Committee members to complete their assigned consultations
2. Heather to attach both presentations to the meeting minutes