



MINUTES
SPECIAL COMMITTEE OF THE WHOLE
Tuesday, April 18, 2017
10:00 a.m.
City Hall Council Chambers

Present: Mayor D. Canfield
Councillor M. Goss
Councillor R. McMillan
Councillor L. Roussin
Councillor S. Smith
Councillor C. Wasacase (arrived at 10:48 a.m.)

Regrets: Councillor D. Reynard

Staff: Karen Brown, CAO
Heather Kasprick, City Clerk
Natalie Pearson, Deputy Treasurer

Call Meeting to order – Mayor Canfield

Mayor Canfield called the meeting to order at 10:00 a.m.

Declaration of Pecuniary Interest & the General Nature Thereof

Mayor Canfield then asked if any Member of Council had any Declarations of Pecuniary Interest and the General Nature Thereof pertaining to any items as follows:-

- 1) On Today's Agenda**
- 2) From a Meeting at which a Member was not in Attendance**

There were none declared.

1. 2017 Budget Requests to Council

Kenora Handi Transit

Rosanna, Vice Chair of the Kenora Handi Transit Board presented the Kenora Handi Transit budget request. She referenced that Kenora Handi Transit general revenue is estimated at \$35,500, municipal funding at \$81,800 and other miscellaneous revenues of \$10,000 for a total of \$127,300 for a budgeted total revenue for 2017. Expenses are projected at \$127,300.

Council thanked Rosanna for her presentation and a copy was left with the Clerk.

Kenora Substance Abuse and Mental Health Task Force

Jen Carlson, Chair of the Kenora Substance Abuse and Mental Health Task Force presented their budget request to Council.

The Community Safety and Well-Being Plan for Kenora has been made possible through a grant from the Ontario Trillium Foundation and they gratefully acknowledge the financial support of the Ontario Trillium Foundation. The vision of the task force is "A transformed community; a healthier and safer place to live" and the mission is "Enhance community well-being and safety for all through leadership, engagement and collaboration".

The challenges for the Task Force include the Trillium grant completed in March 2017 and they are currently without a coordinator position. They are currently exploring sustainable funding opportunities to ensure the successes of the Task Force in collaboration with community partners continue.

In 2012, the Ministry of Community Safety and Correctional Services began their work on a "Framework for Action", which was a series of booklets and guidance documents to raise awareness and promote the benefits of Community Safety & Well Being among Ontario communities.

What followed was the collaborative efforts among the Federal, Provincial, Municipal as well as community stakeholders to develop a provincial approach and Framework to Community Safety & Well Being through advisories, working groups, and community engagement sessions which Kenora participated in the process a few years back.

The information and data that had been collected, clearly identified the importance of not solely relying on reactionary and incident driven responses but the development and implementation of social development practices through the identification of risks that increase the likely hood of criminal activity, victimization and/or harm.

They were one of eight communities across the province asked to participate in the process of implementing the developed Framework for Community Safety and Well Being. Interestingly enough, it was noted through the process that the KSAMH Task Force was actually well ahead of the game as we were already working within a similar framework.

This began their process into to the development of our current "Kenora Community Safety & Well-Being Plan". Their Community plan was developed in 2015 through information gathered via community consultations, survey data from various organizations, businesses and the community at large. They had over 193 responses on community issues and out of data, 6 naturally identified priorities emerged: Community Collaboration, Supporting those in Need, A Safe Community, Our Youth-18 & Under (youth in transition noted up until the age of 24), Stigma, Sustainability.

On April 5, 2016, the City of Kenora endorsed the Community Safety and Well Being Plan. Today the collaborative of the Task Force is here to request Council to consider creating a position within the City of Kenora that would implement and oversee the Community Safety and Well-Being Plan (CSWB) and join the Canadian Municipal Network on Crime Prevention (CMNCP).

Leading provincial recommendations is for municipalities to implement Community Safety and Well-Being Planning. The provincial approach requires integrated community leadership and the flexibility to be responsive to local circumstances, needs and priorities. In order to plan for the future, CSWB must be a shared commitment that is grounded in local leadership, meaningful multi-sectoral collaboration and must include responses that are community focused, that are rooted in evidence and outcome based.

Most recently, the Task Force (Kenora) was asked by the Ministry of Municipal Affairs (MMA), to be part of their current research on identifying how the province can better support the development of community hubs, integrated planning efforts and improve client-focused service delivery approaches. They were one of the 5 locations across Ontario to be involved in a qualitative "deep-dive" exercise where ministry representatives over a two day period hosted focus groups, 1:1 interviews with key informants, and general observation of regularly scheduled working group meetings. One of the key objectives of this research was to have a more in-depth understanding of the municipal role and/or the role of other ministries or government agencies in the integrated planning process.

The Task Force is also fully engaged as a member of The Municipal Drug Strategy Coordinator's Network of Ontario and The Municipal Drug Strategy Evaluation Committee. This network that established in 2008, has members from across 155 municipalities, counties, townships, regions and First Nations throughout Ontario. Each strategy that is locally developed through community partnerships are tailored to each community and their unique needs, with the lens of an evidence-based 4-5 pillar approach: Prevention, Treatment, Harm Reduction, Enforcement and Housing.

Kenora is one of five community strategies, working to create a provincial wide evaluation toolkit, and sit on a steering committee in partnership with the University of Toronto with the goal of developing a set of evidence informed evaluation principles.

Community Safety and Well-Being planning will meet the diverse needs of distinct communities and ensure that those in need of help receive the right response, at the right time, and by the right service provider. The Municipal Act, Section 11, states that a municipality may provide any service that the municipality considers necessary or desirable for the public and may pass by-laws relating to the economic, social, and the environmental well-being of the municipality as well as the health, safety and well-being of persons. For the past seven years the Task Force has shown many successes and achievements. These were achieved from community partnerships, a strong task force membership and the now expired coordinator position. Although the Task Force remains strong, it is much more difficult and in some cases not possible to achieve some of the desired outcomes of the Safety and Well Being Plan without a coordinator.

The Federation of Canadian Municipalities highlights in their Crime Prevention Policy Statement that "Preventing violence and crime in our communities requires effective policing and crime prevention strategies, as well as policies to deal with the root causes of crime and providing needed social infrastructure, including affordable housing."

Alignment between the City of Kenora's Strategic Plan - Our Vision is 20/20, Community Safety and Well-Being will support, sustain and encourage economic growth through social programming and collaboration. The City of Kenova's vision is "Kenora is a city of choice, renowned as a sustainable, life-style community supported by a municipality

committed to excellence.” Within the strategic plan, priorities identified include to promote recreation, healthy lifestyles and people.” One key goal is “The City will recognize the importance of leveraging partnerships and work together with our Community and Strategic Partners as appropriate to implement the various strategies as developed by those organizations for the improvement of the City and our Community.” According to the strat plan, identified “shortcomings” or “Challenges” include, “social/behavioral issues (addictions, substance misuse), local attitudes (Can’t do), resistance to change, income gap between rich and poor and red tape (local, provincial federal and first nations).”

The visions of the KSAMHTF for Kenora is a “transformed community; a healthier and safer place to live.” with a Mission to “enhance community well-being and safety for all through leadership, engagement and collaboration.” The City of Kenora defines a characteristic of success as “Innovation – we strive for continuous service improvements through innovation, leadership and best practices.” By being a leader in providing community support through the KSAMHTF the City of Kenora would be taking an innovative approach to a proven best practice model in reducing the effects of criminal activity, substance misuse, and mental health illness in our community.

With new projects on the horizon such as a casino, the probable legalization of marijuana, and the development of innovative approaches for our housing crisis - it would be of benefit to our community to have proactive approaches for community driven solutions. Some responsibilities of the position would include: providing leadership and direction to CSWP Advisory Panel (KSAMHTF Steering Committee); facilitates the implementation of the CSWB Plan and to report on CSWP progress and evaluation through annual reports and scheduled updates/deputations to City Council and Mayor; establish working relationships with diverse local community groups, agencies, boards, and other orders of government and individuals to meet the objectives laid out in CSWP; building awareness of community issues; coordinate community resources; work within a 5-pillar evidence-based approach; continued assessment of community needs; with community partnerships build awareness of initiatives and disseminate information regarding evidence-based practices in addressing issues the safety and well-being of the community; coordinate resources to develop innovative programs, policy and services to address substance misuse and resulting social and health issues; work with the 5 pillars of the Task Force to support initiatives to reduce substance abuse and negative effects of mental health issues; ensures the City of Kenora is working toward a brighter future by addressing the needs of the community; research and monitor emerging trends using evidence-based practices; maintain working relationship with provincial/municipal networks; apply for grants to implement CSWP projects; develops and maintains strong communication links with other Municipal Drug Strategy Networks & Community Safety and Well-being representatives across the province.

The four pillars of prevention, treatment, enforcement and harm reduction must rest on a strong foundation of community economic and social development activities.

The salary range for this position including mandatory employee related costs (MERCs) would be between \$54,000 and \$81,000 annually (based on similar positions across the province). The administrative/program costs would be \$17,800 annually and additional grants to fund specific projects. These projected financial costs are reflective of an environmental scan of similar positions across the province.

Other municipalities with similar positions, some are municipally funded (example: Thunder Bay) and others are paid out via grants and part-time/temporary contracts, like Trillium and some are collaborative approaches between agencies. The Task Force has job descriptions and salary information from other community safety & wellbeing coordinator positions, and can share them with City Administration.

The Task Force also requested Council to consider becoming a member of the Canadian Municipal Network on Crime Prevention (CMNCP). CMNCP members of the network build capacity to prevent and reduce crime and foster community safety and well-being and aims to increase investments in effective, evidence-based and collaborative crime-prevention strategies in municipalities. The Vision of CMNCP fosters CS&WB through strategies that go beyond reactive policing and criminal justice activities. They look at a full-range of preventative measures that tackle the root causes of crime by working with sectors such as schools, housing, social and youth services, health and preventative providers. They work to mobilize stakeholders, build stronger public engagement and strategies that are based on collaboration, evidence, planning and evaluation. FCM continues to engage with the National Municipal Network for Crime Prevention. The annual membership fee is \$500.

The Task Force is working towards Community Safety & Well Being and has achieved many collaborative initiatives that include: Managed Alcohol Program, RISK Table (Rapid Intervention Services Kenora), Strengthening Families for the Future, Opening Doors After School Program (BBSS & PJP), Detox First and Focused Patrol. These initiatives have not been any one agency alone, but through the collective impact of the membership and community partnerships.

The MAP through the collaborative efforts of many, years of planning and educating the community & organizations, the MAP program received sustainable funding through the LHIN, in the fall of 2016.

The Rapid Intervention Services Kenora has seen 66 situations referred since May 2016 with 72% of clients 24 years of age and under. Highest risk factors being: Alcohol, Drugs and Mental Health.

Strengthening Families for the Future is an eight week long program which aims to facilitate positive changes within the families that have a mix of children and youth. The last session was completed in May 2016 and it will be hosted again for the fall.

The Opening Doors Program (BBSS, & PJP/SMB) is another successful program. Between the schools, there is a combination of approximately 50 students each week that are able to engage in fun activities, provided with a healthy snack, and provides a supportive environment to build relationships with service providers.

Detox First and Focused Patrol is community partners working together to better fit the needs of the clients and to bridge gaps in services.

Other collaborative initiatives include campaigns such as: Don't Be that Guy; Rethink Your Drink; Be in the Know; Don't let your night, turn into a nightmare and the Push for Change. These are a few campaigns that have been either developed through the Task Force pillars or partnered with other organizations to create awareness around safety measures such as victimization and substance misuse. These campaigns used outlets

such as social media, blitz ads, posters, you tube as well as media releases for promotion. A lot of these campaigns address key issues that are affecting our communities and especially our youth. In a recent report, the Health Unit released in 2017 – it is noted that we have statistically higher rates vs. the province in the areas of alcohol & substance misuse, suicide rates, and mental health related illnesses.

The Task Force sees the City being the lead on this new position as they will be seen as a leader for positive, working interconnection of all community agencies, resources and partners. The City would be a leader in municipal affairs with an innovative approach to community empowerment and it would positively affect the impact of community health and wellbeing.

By working together the City of Kenora and the KSAMH Task Force can achieve the goal of a transformed community creating a healthier and safer place to live.

Not all community problems or issues can be dealt with easily or in isolation. Sometimes, the concerns that bring community members together are related to problems or issues with broader social implications or deep structural roots. How do you achieve wellness if you are poor, under housed, experienced trauma, battling an addiction, have poor coping skills to manage stress and/or crisis and have zero supports. The well-being of the community and the people in it, is only as good as the platform they are built on.

What we can do as front-line workers and as community leaders, is combine our efforts, knowledge and know how to be influential and united in making changes to innovative efforts and policy that will benefit the most marginalized but by extension benefit the health and well-being of all.

Councillor Smith has concerns regarding the taxpayer picking up the costs for social related issues. We need to continue to lobby the government for the province to assume these costs.

Councillor Goss confirmed that the budget request would be approximately \$100,000.

Mayor Canfield questioned if there has been requests to any other agencies for funding a position like this. Jen confirmed that there is intent to reach out to other agencies, and the City is their first ask.

Mayor Canfield thanked the Task Force delegation for their presentation and their overall work in the community and copies of the information was left with the Clerk.

Triple Play

Debbie Novak from Triple Play was present to present their budget request to Council. They have increased their funding to children in the community by \$20,000 to supplement a First Nations community that cut their funding to children's activities. Nav Canada has stepped forward and are running a golf tournament to support Triple Play which will be very helpful. Diamonds and Ice was a big hit and a large community event that did well. They helped 1,151 kids in 2016 and this includes group registration or one-time events. \$75,000 was spent in payments for children in our community. Triple Play is requesting the same budgetary amount as previous years from the City of \$12,000.

Mayor Canfield thanked Mrs. Novak for her deputation and copies of the Triple Play information was left with the Clerk.

Lake of the Woods Development Commission

Lindsay Wenaas reviewed the presentation to Council from the Lake of the Woods Development Commission. Her presentation was supported by the Economic Development Officer, Megan Dokuchie and the Tourism Development Officer, Josh Nelson. The budget request summary includes the Economic Development total budget of \$57,130 with leveraged funds of \$24,130. The budget request for this department is \$33,000 which is \$3,000 over the 2016 budget request. The Tourism department total budget request is \$70,000 with leveraged funds of \$25,000 and the 2017 budget request is \$45,000 which is a \$17,500 increase over the 2016 request. The Special Events total budget is \$113,500 with leveraged funds of \$73,500 for a total budget request of \$40,000 which is a \$20,000 increase over the 2016 budget. Under the Brand Leadership total budget is \$25,000 with no leveraged dollars and no increase.

The total budget request for the LOWDC department is \$265,630 with \$122,630 in total leveraged funds. It is a total increase request of \$40,500.

Council questioned some of the funding projects and Josh Nelson provided clarification on some events.

Kenora Public Library

Board Chair, Maureen Wasacase was present along with CEO Crystal Alcock to present their request to Council.

The library continues to provide a vital community space that is welcoming to all in our community. Library staff develops programs that support literacy and build community, most importantly, they are accessible to all members of the community with no cost barriers. The library is a popular year round destination for citizens, tourists, local schools, daycares/day camps, and families to visit.

The Library staff and Board are extremely proud of our new partnership with Pinecrest Home for the Aged. Library staff and volunteers are regular visitors to the home, delivering accessible reading materials. Last summer they tried a pilot program called 'Tell Me A Story' where the general public and residents were invited to attend. A few of the residents prepared ahead of time to read a story to the larger group, and then together, made a craft. The program was a huge success and brought joy to all in attendance. They have partnered with local schools to carry on the program during the school year. The Library is looking forward to continuing with this program.

They also partnered with Firefly to offer a Storywalk along the Harbourfront during one of the Farmers Markets. Storywalk is an innovative and delightful way for children and adults to enjoy reading and the outdoors at the same time. Laminated pages from a children's book are attached to stakes, which are installed along an outdoor path. As you stroll down the trail, you're directed to the next page in the story. They were successful in applying for funding through the Lake of the Woods Community Foundation to expand our Storywalk collection. They have set up Storywalks for Winter Carnival and also to celebrate Family Literacy Day. They are currently working to get the rights for a few great stories to feature during the summer on Market Days.

They were able to maximize the time and skills of our student employees with grants from Service Canada's Summer Jobs Program. The Canada Summer Jobs grant allowed them to have a student providing assistance to technology users within the library by offering weekly Technology Clinics and also to assist with children's programming.

In 2016 they had several capital projects completed including roof top units and painting. The staff pulled together and worked very hard moving books and shelves to accommodate the painting. Some of the blinds have also been replaced.

69 exams were invigilated at the library allowing students to remain home in Kenora, to work, live, and play, while pursuing distance education.

The library continues to grow and advance with the changing needs in the community. They continue to provide up to date technologies, such as books and magazines in multiple formats, for various devices. They provide access to equipment and infrastructure that for some, is only available through their local library. They assist and instruct users with computers and laptops, cell phones, tablets and other mobile devices. The library is a popular amenity for visitors to the area, whether it be for information, internet access, and children's programs, or to fulfill leisure reading needs.

Last week, the Digital Creator Space in the Keewatin Branch opened and will provide program opportunities and a hangout space for 15-19 year olds that are interested in becoming producers of digital media instead of just consumers. They are one of six spaces in Ontario that have partnered with the Near North Mobile Media Lab on their Digital Creator North four year pilot project. This project brings equipment, and most importantly, the expertise to help staff and the community become familiar with new technologies and Media Arts. Key partners include Ontario Trillium Foundation, Canada Council for the Arts, Ontario Arts Council, the Media Arts Network of Ontario, Northern Ontario Heritage Fund Corporation, and Cultural Spaces Canada.

As you are all aware, the library is working with community partners and volunteers, to bring the Dolly Parton Imagination Library Program to families in Kenora. This program will put books directly into homes with young children, and encourage family engagement in literacy activities.

Staff are currently working on summer programming that will tie in with Canada's 150th Anniversary of Confederation, Canada Summer Games, and the Path of the Paddle.

The library continues to work to meet the goals of their Strategic Plan for 2014-2019. Through their mission, vision and values, we will continue to provide our community with essential and innovative services that enrich lives by ensuring access to resources that inspire and encourage cultural expression and lifelong learning.

The City of Kenora provides the bulk of the Library's revenue. Once again, the Library will receive a grant from the Ministry of Tourism, Culture and Sport's Ontario Library Capacity Fund to be used for Technology. Last year the City provided the library \$614,634 in funding and the request for 2017 is the same amount.

Mayor Canfield thanked Ms. Wasacase for her presentation and copies of the Library information was left with the Clerk.

Lake of the Woods Museum

Lori Nelson, Museum Director thanked Council for the opportunity to discuss the Lake of the Woods Museum's budget. Council was provided with a copy of last year's Annual Report which includes a summary of the activities and achievements of the Museum and provides an accounting of the value the City has received for its support in 2016; The 2017 budget; and their Strategic Planning Survey.

2017 will be a year of transition for the Museum. As indicated the Board and Staff will be embarking on a strategic planning exercise towards the end of April. The strategic directions set out in our last plan have become so entrenched that they have now become the lens through which they view all that they do and inform the questions that they ask as they tackle new projects and refresh existing ones.

As they look forward, they realize that 2017 is a launch pad for some significant changes in how the museum operates and what it has to offer and these changes will definitely inform the strategic priorities of the Museum in the next few years.

Two of those significant changes include: The Art Gallery/Arts Centre project. This additional cultural resource will have an impact on museum operations, staffing, programming, budgeting, and our ability to connect with the community and enrich the cultural experiences of our local residents, lake residents and the travelling public. This is an exciting project and they are appreciative of Council's support of it.

The second is the establishment of an Indigenous Advisory Committee to the Museum Board. Five individuals from our First Nations and Metis communities have agreed to assist the Museum in re-examining our practices, the collection, issues of inclusion and interpretation, commemoration, partnerships and what the Museum's role is in this much-needed and lengthy process of reconciliation. They are pleased to be working with these individuals who understand the efforts the Museum has already made to move in this direction and who will provide much needed wisdom and guidance as they move forward.

While both these endeavours will not have a significant impact on the 2017 operating budget, certainly the gallery will impact future budgets and they requested Council to keep that in mind going forward. In addition to these two initiatives, the Museum will continue to: present interesting, engaging and educational programming through exhibits, school presentations, adult and family programs, and research; provide excellent customer service and enriched visitor experiences; collect, care for and preserve our community's material culture; offer current and changing social media and website engagement; engender an attitude and atmosphere to nurture strong partnerships in the community; be accountable to our funders and supporters to ensure continued sustainability and growth.

The 2017 Museum's total budget this year is \$450,286. Their request of the City is \$286,601, an increase of \$1,434 or 1/2 a percentage over last year's budget. To a degree some of the expenses that will assist with our capital campaign for the gallery have been included in the 2017 budget – so there is an increase in fundraising expenses and advertising. For other discretionary expenses in the budget, however, they have tried to maintain status quo or reduce where possible. In addition, they have reflected an

increase in revenue almost across the board as it relates to revenue generated by the Museum, so for instance, with memberships, they are striving for a 9% increase, with facility rentals, a 150% increase, gift shop sales, a 6% increase, donations, a 5% increase, and so on. Generally their grant from the City covers salaries and benefits minus the employment grants they anticipate receiving for their summer students. In addition, last year they asked for some additional assistance with utility costs. Their request is the same this year. The slight increase is reflective of the approved increase to salaries for 2017.

Mayor Canfield thanked Ms. Nelson for her presentation and a copy of the information from the Museum was left with the Clerk.

2. Adjournment

Meeting adjourned at 11:08 a.m.