



MINUTES
SPECIAL COMMITTEE OF THE WHOLE
Tuesday, December 17, 2019
10:00 a.m.
City Hall Council Chambers

Present: Mayor D. Reynard
Councillor M. Goss
Councillor R. McMillan
Councillor A. Poirier
Councillor K. Ralko
Councillor S. Smith

Regrets: Councillor C. Van Walleghem

Staff: Heather Kasprick, City Clerk, Kelly Galbraith, Deputy Clerk, Jon Ranger, Deputy Treasurer, Charlotte Edie, Treasurer, Stace Gander, Manager of Community Services, Adam Smith, Manager of Development Services

Call Meeting to Order

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

Public Notices

Take Notice that as required under Notice By-law #144-2007, Council intends to adopt the following items at this Special Meeting of Council:

N/A

Declaration of Pecuniary Interest & General Nature thereof

- i) On Today's Agenda
- ii) From a Meeting at which a Member was not in Attendance

Councillor Poirier declared an indirect pecuniary interest on agenda item number 1.5 regarding the Kenora Public Library Board as it relates to his spouse who will be presenting the budget request on behalf of the board.

Deputations

None.

1. 2020 Budget Presentation Requests from Outside Groups

Lake of the Woods Development Commission (LOWDC)

Graham Chaze, LOWDC Chair shared that in 2019 the LOWDC was allocated Municipal Accommodation Tax (MAT) revenue. The total dollars amounted to \$495,000 with a portion of the revenue going to Kenora Hospitality Alliance, and the balance to the LOWDC.

The current LOWDC strategic plan which sunsets in 2019, highlights five priority areas in alignment with the City of Kenora's strategic plan. The priorities include:

- Creating an Open for Business Culture
- Collaborating on Housing Development
- Advancing Kenora's Brand Promise
- Pursuing Opportunities for Indigenous Engagement
- Encouraging Younger Generations to Live and Work in Kenora

In March of 2019 the LOWDC participated in a planning session to develop a one year work plan for 2020. The approach was conservative as MAT revenue amounts were unknown. Funds were allocated to reserve capital as well as a number of projects and partnerships in 2019 including;

- Mount Evergreen Ski Club – Operations support and partnership contribution for four season destination development and business plan project. Through the contribution the ski hill is able to leverage dollars for provincial funding.
- Downtown Revitalization Phase IV – Public Washroom (Reserve)
- Special Events and Advertising Reserve
- Support for Kenora Airport Authority
- Harbourtown BIZ – Super Summer Sundays & Holiday Trail Campaign(s)
- Second Street South Wayfinding
- Docking upgrades on the Harbourfront and Winnipeg River
- Tourism business development with Northwest Business Starter Company
- Whitecap Pavilion sound study
- New product development (Reserve)

The LOWDC has applied to the Northern Ontario Heritage Fund Corporation for funding to support the delivery of a five year economic development and tourism strategy.

The LOWDC ask of Council is for continued allocation of the Municipal Accommodation Tax revenues for Tourism and Economic Development activities. The revenue provides opportunity to further grow Economic Development and Tourism in Kenora.

Council thanked the LOWDC for taking the challenge and risk with the revenue and spending wisely.

Mayor Reynard thanked Graham on behalf of Council for chairing and volunteering on the LOWDC.

Handi Transit Board

Jackie McAllister, Handi Transit Board Chair shared that Handi Transit has received \$10,000 from the Community Endowment Fund and they are currently waiting on their Federal grant approval. Jackie extended her thanks and appreciation to the Handi Transit

drivers. The City was also recognized for the use of the garage, with special thanks to City staff Danica Farion and Jerry Derouard. New Horizons and Gillons Insurance were also recognized for their contributions to Handi Transit.

Last year the total ask was for \$81,800 which will remain the same for this year. Total revenues are projected at \$123,800 and driver's wages have gone up.

Jackie informed Council that she will be resigning as the Chair of Handi Transit as of December 31st, 2019. She noted there is always a need for volunteers and asked those interested to please contact Handi Transit.

It was asked if ridership is tracked and if it is on the rise. Jackie informed Council that ridership does fluctuate. Factors such as weather effects and driver availability can have an impact. Jackie will provide the ridership statistics to Council.

Council thanked Jackie for her years of service and expressed their appreciation for her contributions.

Mayor Reynard thanked Jackie for her efforts and for the valuable service provided.

Triple Play

Sheelah Reid, Board Chair introduced Kristen Parks, Triple Play's new Coordinator to Mayor and Council. Sheelah shared the present budget is raised 100% annually and disbursed out to various recreation and leisure organizations. The 2020 ask of Council is for \$12,000 to be used towards administrative costs. Community volunteers are the active board and the financial support allows for hired staff at part time basis.

In 2019 Triple Play assisted 1,162 children. Triple Play also hosts community activities such as take a kid ice fishing and fishing as well as events which involve the entire family such as family skates and swims. Sheelah recognized the many community businesses and organizations that make Triple Play possible and shared an exciting partnership with NAV Canada for a leadership fund.

Council thanked Sheelah and the Triple Play organization for all they do and recognized City staff member Casey Pyykka who is on the Triple Board.

Mayor Reynard welcomed Kristen. He shared that Kenora is fortunate to have the program in the community and thanked Triple Play for all they do.

Kenora Health Care Recruitment Committee

Karen Parker, Healthcare Professional Recruiter provided an update to Mayor and Council on networking and recruitment events over the past year. The most effective networking occurs face-to-face because it creates the best opportunity to connect with people. Karen attended 18 recruiting events since last November within the established budget. This was really important for Karen in her first year to both market Kenora as well as to evaluate which events will provide the most value to attend in the future.

Collaboration is important among community recruiters and this fall, when recruiting for Psychiatry and Internal Medicine Karen shared the costs of attending 2 events with her colleague in Thunder Bay.

Karen shared she is very fortunate to be recruiting in the Northwestern Region of Ontario where a very well established network of like-minded community recruiters exists. Together they have created a regional association where they collaborate and share ideas along with regularly scheduled tele-conferences. This model is now being adopted by other regions. They know each other and work together to help potential recruits find the right fit as well as share locum opportunities.

The Canadian Associate of Staff Physician Recruiters (CASPR) membership is made up of community recruiters across Canada; it provides networking and education opportunities for recruiters as well as education that can be brought to our community as recruitment & retention processes; national networking is valuable to learn how other provinces are doing things – what’s working, what isn’t and how it could impact healthcare in Ontario & our community.

A community assessment visit (site visit) is a very important part of the recruiting process as it gives the candidate (and their family) an opportunity to see exactly where they will be living and working, meet their colleagues and community members. Free-time is intentionally scheduled in the site visit itinerary so people can explore the community.

SUCSESSES

- the average physician recruitment cycle is 6-18 months
- Since the recruitment and retention project started, we have successfully recruited:
 - 5 Family Medicine Physicians
 - 2 ER Physicians
 - 2 Specialist Physicians
 - 5 Nurse Practitioners – with the hope of a 6th (she is here right now for her community assessment visit)
 - 1 Psychotherapist who has a medical degree and is continuing to pursue his desire to become a Psychiatrist
 - 4 Physiotherapists
 - Continue building a pool of regular locum physicians

While these are great successes, there is continued need to fill vacancies as people choose to make life changes. There is also need to strategically plan for the future, especially with the All Nations Health System, hospital and OHT.

There have been some interesting developments over the past few years in response to the need for rural family primary care providers:

In 2014, the College of Family Physicians of Canada and the Society of Rural Physicians of Canada formed a joint taskforce with the goal to improve the health of rural Canadians by producing and sustaining an increased number of family physicians practicing comprehensive rural generalist medicine.

The taskforce advocates a social accountability mandate with recommendations for a renewed approach to physician workforce planning for rural Canada and includes members from: the CFPC, SRPC, Royal College of Physicians & Surgeons of Canada, Indigenous Physicians Association of Canada, Federal/Provincial/Territorial Committee on Health Workforce, Canadian Medical Association, Medical School deans and practicing rural physicians from across Canada

The Taskforce combined the membership expertise, background research, literature reviews and an environmental scan to create recommendations for a well-coordinated approach to providing healthcare in rural communities. 4 Directions and 20 actions have been designed for developing a framework to improve access to care for rural communities. The purpose is to strengthen the physician workforce with skills to provide high-quality & culturally safe care, work in innovative team environments with allied healthcare providers, and respond to the needs of people who live in rural communities.

Karen shared that she is very thankful that in our region, we are well supported (and well-represented) by several family physicians who live and work in Northwestern Ontario and advocate for our region.

In January 2018, in response to an urgent need for action, NOSM, Health Force Ontario and the Northeast and Northwest LHINs joined together to host Summit North in Thunder Bay which brought together over 125 stakeholders from across Northern Ontario. This event focused on Family Physicians in rural and remote communities and resulted in compiling short and long-term actions.

The Northern Physician Resources Task Force was brought together following "Summit North" to oversee the development and implementation of a Northern Physician Resources Action Plan that is built on the ideas and strategies that were identified in both the "Rural Road Map for Action" and "Summit North". The role of the Task Force is to ensure that a summary report is finalized, actions from the Summit are realized and momentum is sustained across the North.

The Task Force has reviewed the ideas and recommendations of the Summit, formulated an action plan that is achievable and impactful in helping transform physician recruitment and retention, and is beginning to identify resources needed or allocated to ensure success. The most important and urgent strategy in the Action Plan is to provide necessary resources to ensure there are proper needs assessments for all northern communities and targeted strategies for communities most in need using an Equity lens.

In January 2019, the "Making it Work Framework for a Sustainable Remote Rural Workforce Summary" was presented. This framework was derived from the Northern Physician Resources Task Force. This was an international collaboration. The framework consists of 9 key strategic elements, grouped into 3 main tasks with 5 conditions for success.

Planning tasks are activities that may be taken at a local, regional or national level to ensure the population's needs are periodically assessed and that the right service model is in place and that the right recruits are targeted.

In Kenora right now, this is happening at all 3 levels for the variety of physician groups as well as healthcare professionals on a regular basis; the fulltime recruiter position is still relatively new to our community and to our physician groups so we are working together locally to assess our needs and plan for the future as well as provincially with Health Force Ontario.

As we continue to move forward with the All Nations Health System and hospital it is important to plan ahead for our health human resources needs. Recruiting elements are generally done at the local level to ensure that the right recruits have the information and

support needed to make the decision to relocate, that their families are integrated and welcomed in the community; Health Force Ontario also provides supports for the local level to effectively achieve this task (Regional Advisors); this is where our community support is so important

Retention elements describe the support needed to train current and future professionals appropriately for rural and remote health careers and that career options in these settings are viewed as positive; we also need to understand that a healthcare provider's interests may change throughout their career and it is important to know this to be able to support them with the intention to retain them in the community.

Karen noted that in our community we have been taking great strides in implementing this framework – our community partners & organizations, community members, physician groups, professional and support staff all work together to achieve these 3 tasks.

From those 4 large initiatives, we are seeing actions put in place:

- Health Force Ontario or Ontario Health, supports the government's health workforce objectives and contributes to the planning, recruitment, retention, transition and distribution of health practitioners in Ontario. They are a provincial agency so they are affected by changing governments but they continue to work hard to support our communities and the community recruiters – they provide a lot of resources and a lot of support to a very large province.
- The OCFP has created a mentorship network for rural physicians and we have 2 family physician mentors in our region: Dr. Sarah Newbery & Dr. Mike Kirew – this mentorship program is in addition to our local physician group and provides another level of support to rural family physicians.
- The Ontario Indigenous Cultural Safety Program has been made available to all clinicians – NPs, FPs, specialists for free and Health Force Ontario covers the cost of this training for any locum physicians coming to work in Northern Ontario.

What we are striving to do in Kenora is what is outlined in the elements in the framework to ensure we find the right fit. This helps to ensure that anyone considering relocating to Kenora is well informed and supported in their life-decision.

We are fortunate to be a NOSM Health Sciences Campus with an amazing group of professional staff who participate in and encourage learning. Attending recruiting events includes engaging with residents and recruiting learners. We also have some incredible education facilities in our community who are training healthcare professionals and we are working with these institutions to retain talent in our community.

The Northern Ontario School of Medicine opened in 2005 with a social accountability mandate to address a long history of physician shortages in Northern Ontario. A lot has changed in 14 years and there is a new Dean at NOSM, Dr. Sarita Verma who is focused on taking NOSM to the next level. She is incredibly engaging and is currently traveling to all of the communities to determine what the needs are and how NOSM can develop to deliver on those needs.

There are some amazing projects happening right now in our community – projects that are aligning partnerships among organizations to bring healthcare to the next level. Karen shared she is happy to do her part and contribute to that in the role as the Physician and Healthcare Professional Recruiter.

Recruiting takes a community. Karen thanked Heather Pihulak, City Clerk for her support in healthcare recruitment and Councillor McMillan for his community involvement and support. Councillor McMillan goes above and beyond, he assists with community site visits and the All Nations Health Partners. Karen also thanked the Mayor and City Council for their contributions and support. The financial ask for 2020 is \$25,000 which is consistent with prior years.

Councillor McMillan thanked Karen for her presentation. He noted the presentation shows how recruitment in community has evolved through partnership and Karen's involvement.

It was asked where the community is in terms of doctor shortages. Karen indicated there are lots of factors that contribute to the number. The number of physicians outlined is 25 and we currently have 19. As new projects such as the AHNP system and hospital move forward, and programming expansion, it is hard to say what that number will be.

It was asked what the biggest barrier is for physicians coming to community. Karen shared that information is essential. There is great need to attend recruitment events. If you are not there and don't have a presence people think you are full. There is a perception that Kenora is located way up North. Through conversation you can provide accurate information and they learn what is here. Family is another factor, it can keep them from coming or can take them away from a community.

It was asked if a new hospital would draw doctors to the community. Karen shared that generally a new hospital does attract healthcare providers to the area. In her recruiting efforts she is having the conversation to let them know where in the planning stages the community is. ANHP created a booklet which is a great tool for events. Young physicians are excited to build and grow with new hospital and programming.

Mayor Reynard thanked Karen for her presentation.

Kenora Public Library Board

Marj Poirier, Kenora Public Library Board Member presented on the 2020 operating budget proposal for the Kenora Public Library.

In order to maintain the high level of service and programming that the Kenora Public Library provides to the community, the board is requesting \$626,132 which is a slight increase from 2019. Marj assured Council that the CEO of the Library, together with the Finance Committee of the Board, worked long and hard making adjustments to the budget proposal that was presented.

The Board recently passed a slight increase in fees for non-resident memberships. This increase is in line with other libraries of similar size. Additionally there is a very small increase in overdue fine rates which again is comparable to other libraries. It is difficult to predict how much revenue this will bring in but it likely won't be a huge amount.

The Library has been very fortunate to have a long standing rental agreement with Firefly, which operates the EarlyON child and family resource centre adjacent to the children's department. The Library is extremely pleased that in 2020 their lease will be renewed for five years, with yearly increases.

Most of the day to day expenditures will remain fairly constant, with the exception of the cleaning contract. The contract was renewed in 2019 and the increase in charges as a direct result of this change is substantial. There has been some savings in utilities due to facility upgrades. Ontario Library Service North will still be offering postage rebate and the special book rate through Canada Post for Interlibrary loans will continue.

Libraries are recognized as community hubs. They provide critical infrastructure for building individual, organizational and community capacity through their holistic nature, e.g., diverse collections, programming and services. Their physical locations serve as gathering places for people of all ages to engage in lifelong learning, experience and explore new dimensions, meet other people and renew old friendships. Libraries are places that spark change, increase understanding, and strengthen resolve. Interaction with others, in-person or via technology, fosters networks that support information gathering to better inform peoples' decision-making process. They provide a 'level playing field' by providing access to resources, and encouraging integration of all social strata in resource access. Our Library fits this to a "T". The CEO and staff consider the value of both the Kenora and Keewatin libraries and its role as a community hub, building capacity for a healthy, vibrant space.

The Kenora Public Library continues to welcome all people through its doors. It is a warm place in the winter and a cool, dry place in the summer. You will see families, youth, the elderly, and the vulnerable in the same place at the same time. You could say that on any given day the Library is a microcosm of the greater community that surrounds it. And the same rules apply to each of them. This does create an equalizer of sorts but it is not without its stresses and challenges to the staff and other patrons. It is the Library staff who are the front line workers and they have had to face the changing (and challenging) landscape of Kenora. The OPP has regular presence in the Library in order to ensure the safety of all. This summer was particularly challenging with the temporary closure of the shelter.

The Library endeavors to provide a unique mix of resources including collections, programming and other services such as quiet space for tutoring, and proctoring over 100 exams to date to suit the needs of our city. When it was announced that interlibrary loans would cease the CEO, recognizing that this would greatly impact the patrons of the library worked with other CEO's in the North to have it reinstated.

2020 promises to be another busy year for both the Kenora Public Library Board and staff. The Library Board's Policy Committee has been meeting monthly to review the current policies and update as necessary.

Beginning in the New Year committees will be struck to work on the Library's Strategic Plan as well as Collective Bargaining. The Board brings to the table a wealth of knowledge from across the community.

The Library is committed to building community by offering a variety of programs and increasing our volunteer base. There will continue to be opportunities for students and seniors to volunteer.

Council acknowledged Marj's commitment to the board for several years. Mayor Reynard thanked Marj and Library staff for their hard work.

The Muse (Lake of the Woods Museum & Art Centre) Board

Lake of the Woods Museum

Lori Nelson, Museum Director spoke to the re-branding identity of the Museum with the Douglas Family Art Centre and the creation of *The Muse*, which is, the overarching name for both cultural entities. This was done in June and it began a series of reveals which has most recently led to the official opening of the Art Centre.

Looking forward, the Board, staff and committee members will be embarking on the development of the next 3-year strategic plan which will embrace both the Museum and the Art Centre. The values and priorities that we have lived by over the last number of years – things like relationship-building, top-notch customer service, having impact beyond our community, fiscal responsibility – all those things, will come to bear on the new strategic plan.

In terms of exhibits and programming, there are some interesting things developing for 2020 which will allow the Museum to shine in its own right, but also to work in synergy with the Art Centre to encourage visitors to take in the offerings of both facilities. That's going to translate into greater admission fees, a growing membership base, increased sales in the gift shops, and greater uptake of our programming, all of which financially support operations.

For the Museum's operating budget, the request is what has traditionally been asked and that is that the City cover the employment costs; salaries and benefit of three full-time staff members and two summer students.

That totals \$318,766, which represents roughly 66% of the total museum budget.

The Douglas Family Art Centre

The highlight for the Douglas Family Art Centre this year was its opening. Although the opening did not occur this summer when it was intended to, public occupancy was received 10 days ago, however, Art Centre programming has been run out of the Museum since late October. Efforts have been made to accommodate the functions of both facilities in one building. That was challenging given the Christmas activities at the Museum, so we are very pleased to finally be operating out of the Art Centre.

In spite of that late opening, the operating revenue to date exceeds the expenses by over \$16,000 so it is anticipated that the year will end in relatively good shape.

We talk about Kenora being a four-season destination and having recreational offerings for visitors all year long. For a lot of people, their recreation is arts and culture. The community already has an award-winning museum, and is well on our way, even in this nascent period, to establishing the Douglas Family Art Centre as a very important cultural asset that will not only attract visitors (particularly after the McMichael exhibition) but also give reason for people to come and live in this community. It's those so-called "soft services", like libraries, recreation centres, museums and art galleries that create a place where people want to live, establish businesses and raise their families. They are, in a very significant way, a cog in the economic machinery of a community. The Douglas Family Art Centre adds to the suite of amenities that makes Kenora a better place to live and visit. When looking at budgets, there is a need to consider not only the dollar but the value that is generated by the dollar.

The request of the City for the Art Centre is based on percentages. While we have, for the last three years, spoken of 60% funding from the City, our request today represents 57%. The total Art Centre budget for 2020 is \$396,729. A request of \$225,128 is being made for City support.

This will cover the employment costs of two full-time staff, two summer students, 1/2 of a part-time position and 70% of exhibition costs.

Lori shared that recently she has been made aware of the intention of one of the Museum staff to retire at the end of February 2020. While saddened to have this staff member leave, this retirement has allows for the opportunity to examine the staff complement and needs; review current job descriptions which have involved a re-assignment of responsibilities because of the addition of the Art Centre; and consider how may be best to move forward with this change.

The addition of a part-time staff member at 21 hours per week with specific responsibilities that focus primarily on the retail end of both the Museum and Art Centre is recommended. This position plays a key role in revenue generation for both facilities and assists in the endeavour to move towards less dependence on the City in the years ahead. The employee in this job would float between the Museum and the Art Centre, so the employment costs have been split between the two budgets. All staff, as well as the cadre of volunteers, will work to ensure full coverage for the exhibitions, programming and customer service needs, however, a staff member with specific knowledge and skills is required to take on the retail end of things to make it successful.

The amount for exhibits, about \$25,000, provides the Art Centre with some level of security as embarking on the first full year of operations when there are so many unknowns. There was hope that this amount would be covered through the investment of the Legacy Fund, however, decisions about the investment of those monies (not all of which have been received, since allowing donors to advance their contributions over 5 years) has not yet been made by the Museum Board as they are still in the information-gathering process to ensure that that Fund is invested wisely, prudently and most effectively.

The restrictions placed upon investments by an agent of a municipality has been a major point of discussion. In years to come, when those monies are invested, it will allow for a reduction in reliance on the City.

The City has been given an incredible gift of the Douglas collection and the Art Centre and as we embark on our first full year of operations there are a number of unknowns and uncertainties, so we hope that Council is willing and able to support us at the level requested to ensure a solid first year. This will allow the opportunity to explore other funding and support options, and to get a better understanding of our operations, all with, as noted earlier, a view to reducing our reliance on the City.

Lori expressed that another exciting year is ahead of us. Our hope is that we can move forward, not only in 2020, but in the years ahead with the full support and financial commitment of the City. She reiterated that staff and the board are always trying to think of new ways to increase revenue and funding though increased admission fees and always looking for grant opportunities. The Museum was the recipient of the Ontario Cultural

Attractions Fund and Community Foundation grant for \$12,000. Curator Sophie Lavoie added 10 pieces to the collection at no cost, through seeking donors.

Mayor Reynard asked for clarification on the Museum's donations line item and where it is being spent. Lori shared the donations will go towards the capital campaign over 5 years as the funds are still incoming. When removed it reflects an \$80,000 operating deficit. There will be a draw from reserves for salary of collections management. The deficit should not be a factor with \$30,000 grant in grant monies along with an increase memberships and purchases from gift shop increase in December.

Clarification was asked for on the Art Centre budget reflecting \$30,000 worth of purchases however there is no funding. It was noted there was no budget for the acquisitions but donations have been received for acquisitions. What has been allocated has been fully funded.

Council thanked Lori for her presentation and the work she does. It was expressed there is no questions about the value the Art Centre will bring as has the museum. Partnerships are incredibly important and Council expressed their appreciation for seeking of other revenue.

The meeting adjourned at 11:14 a.m.