



MINUTES
SPECIAL COMMITTEE OF THE WHOLE
Tuesday, December 21, 2021
9:00 a.m.
Virtual Attendance

Present: Mayor D. Reynard
Councillor G. Chaze
Councillor M. Goss
Councillor R. McMillan
Councillor A. Poirier
Councillor S. Smith
Councillor C. Van Wallegghem

Staff: Kyle Attanasio, CAO, Heather Pihulak, Director of Corporate Services/City Clerk, Adam Smith, Director of Development Services, Roberta Marsh, Director of Human Resources, Kevin Gannon, Director of Engineering & Infrastructure, Kent Readman, Fire Chief, Josh Nelson, Recreation & Tourism Manager, Megan Dokuchie, Economic Development Officer

Call Meeting to Order

Mayor Reynard called the meeting to order at 9:03 a.m.

Blessing & Land Acknowledgement

Delivered by Councillor Smith

As we gather, we recognize that we are on Treaty Three Lands which are steeped in rich Indigenous history and home to many First Nations and Metis people today. We continue to be thankful for the partnerships with our Indigenous people.

We give thanks for the many blessings we enjoy in the City of Kenora. We seek wisdom in our minds, clearness in our thinking, truth in our speaking and always love in our hearts, so that we may try always to unite the Citizens of Kenora. Let these principles guide us in our decision making.

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
There were none declared.

Deputations

None.

1. 2022 Budget Presentations

All Nations Health Partners-Physician Recruitment Committee (9:00-9:15)

Karen Parker, Kenora Recruiter, provided a presentation to Council on their 2022 budget request. The pandemic has affected all of us, personally and professionally and we continue to feel the impacts of that throughout our community, our healthcare facilities and in a variety of disciplines.

While Karen represents and recruits physicians for our communities as a whole, one organization still needs to be designated as the employer of my position. In April of this year, Karen was moved into Lake of the Woods District Hospital under the Human Resources Manager and the role of the NOSM Site Administrative Coordinator was incorporated into my position. Thankfully an administrative assistant was hired to work directly with Karen and while this change has increased workload, it offers a new opportunity for her to not only connect with medical students and residents but to also work even more closely with our physician group. This change also enables Karen to work within a team which has been a very positive improvement because it offers additional support and collaboration to the position.

While in this past year we unfortunately said good-bye to four family physicians (one retirement and three relocations) we very happily welcomed a family physician, a fulltime ER physician, a fulltime Internist, a GP Anesthetist, several Nurse Practitioners, and two specialists to the visiting specialist program: Gynecology and Neurology. We will be welcoming a second Psychiatrist to the team in January and adding Allergist to the visiting specialist program. We are also in the process of recruiting a few family physicians and specialists along with their healthcare professional spouses who have expressed interest in relocating in the near future. Since Karen started in this position in July 2018, we have successfully supported the recruitment of 40 physicians and healthcare professionals and of those 40 people, 34 continue to work in Kenora.

The addition of the second internist to the team has enabled us to open up an elective opportunity to internal medicine residents and we are also now able to accept psychiatry resident electives. We have already had one psychiatry resident and two internal medicine residents in Kenora this year. We are fortunate to have a substantial physician local education group who offer teaching opportunities in a wide variety of disciplines. Hosting medical students and residents is a really great way of showcasing our community and this would not be possible without the dedicated group of professional staff.

Getting time away from work is important for work-life balance and that can be difficult when you are a physician, especially our generalists who wear many hats. A large portion of Karen's role is recruiting and securing locum physician coverage which has become more challenging through the pandemic with the limitations of travel and lack of in-person events. Continuous marketing of our opportunities and maintaining relationships has helped us to welcome some new locum physicians in various disciplines. The physicians who have previously enjoyed positive locum experiences with us are also referring their

colleagues. These positive experiences are thanks to the staff in our organizations, local activities, shops, restaurants, and community members.

As we continue to see changes in our health human resource, recruitment efforts are more important than ever. Strategic planning is occurring with the All Nations Health Partners OHT working group and the Northern Ontario School of Medicine Dean, Dr. Sarita Verma was in Kenora recently to speak with us about future plans, local needs and continued partnership. Karen extended thanks and appreciation to the City of Kenora as a valued, signed member of the All Nations Health Partners OHT. It is with their leadership and continued effort of time and funds that continue to make us successful.

At the beginning of the 2021 fiscal year the All Nations Health Partners ear-marked specific funds that allowed us to offer a local incentives package to physicians relocating to Kenora for permanent positions. This has been a very important step for our community to align with recruitment efforts in other communities in the Northwest and Northeast regions. It has been very well received by the physicians and allows us an opportunity to give back to our community since part of the package includes local gift certificates and activities.

Physician recruitment is an on-going, long-term investment of time, energy, people, and resources. On behalf of the All Nations Health Partners Recruitment Committee, we are requesting funding from the City of Kenora for \$25,000 to support continuous recruitment efforts.

Triple Play

Barry Reynard, Triple Play Coordinator presented the 2022 budget request to Council. COVID-19 has had devastating impacts to the community. Closures and Restrictions of recreational and arts facilities. Modifications of-or cancelation of programming, and significant challenges to community organizations.

The majority of parents say their kids are feeling isolated and lonely and it is hard to reduce stress and anxiety with less physical activity and are basically losing interest. The impact on youth is severe. Return to normalcy in sport, recreation and the arts & cultural programs won't be quick or easy. Two thirds of parents of children aged 4 to 17 say that COVID-19 pandemic has had a strong impact on their kids participation. Most of our partnership clubs and organizations are facing similar challenges as they struggle with, decreased membership, volunteer commitment and revenue sources, which will or can become a prohibitive expense if passed onto the parents and kids resulting in a possible additional decrease in enrolments.

They are regrouping with return to play timeframes still unknown. There have been two strategic planning sessions to date 'customer/client, financial stability, event challenges moving forward. They have been engaging in and with community subject matter experts.

Their 2022 budget request to the City is \$12,000.

Kenora Museum/Art Centre

Lori Nelson, MUSE Manager, presented her 2022 budget request for the Museum and Art Centre.

This past year was very similar to 2020, given the impact of COVID on our ability to be open, to present programming and exhibitions, and to generate revenue through our various sources like gift shop sales, memberships, admission, etc.

MAUD LEWIS EXHIBITION: We were fortunate that through our strong relationship with the McMichael gallery that the Art Centre was offered a touring exhibition of the work of Canada's most beloved folk artist Maud Lewis in the early months of the year. This exhibition only travelled to seven cities in Canada and Kenora was one of them. Her bright, simple, joyous paintings were just what we needed in the midst of a pandemic and although we had very limited capacity and had to shut down earlier than we had anticipated, many people were able to view her works and for quite a number of people, it was their first opportunity to see the Art Centre. As a result, they had an upsurge in memberships.

Online Exhibitions: They were able to develop and launch four on-line exhibits this year, two from the Museum and two from the Art Centre, and in addition were able to raise awareness of an already existing virtual exhibition of the Museum's called The Kenora Great War Project, and host another one that was shared with us. This allowed us to continue to provide programming for our audience even when our facilities were not open.

3-year Strategic Plan: During the year, the Board and Staff were also able to finalize our next 3-year Strategic Plan which will guide us in the future. There were three overall strategic objectives:

- **Vitality: Strength in Resources** (with a particular focus on financial and human resources)
- **Partnerships: Health in Relationship-based Collaboration** (one of the key partnerships is with Indigenous communities, visitors and organizations)
- **Impact and Engagement: Effectiveness in Outcomes**

Within each of those objectives are more targeted goals with accompanying action plans to make progress in these areas over the next three years.

Ms. Nelson acknowledged the staff at both the Art Centre and the Museum. They have adapted to every challenge that they have been presented with, handled disappointment in a professional manner, learned new skills so that we could continue to engage our audience even with our buildings closed, and have all carried heavy loads in order to provide top-level customer service and experience.

As we look to 2022, we anticipate a not-quite-back-to-normal year once again although we are more optimistic and that's reflected in our budget.

- Although we anticipate the continued impact of COVID on our operations and ability to generate revenue from our traditional sources, we are hopeful that the impact will be less than it has been in the past. Generally our revenue numbers reflect what we feel is an attainable increase in most earned revenue.

- Another continued challenge is the operating funding that is received from the province each year through the Community Museum Operating Grant (CMOG). You'll see the budgeted amount is for \$29,096. That amount has remained unchanged for the last 13 years.

- We have strong support from the private sector and so we have optimistically indicated an increase in memberships and donations. We have confidence in our membership and

our donors to continue to support us and we will be working towards increasing our revenue in those streams.

- We have re-examined our fee structure and will be increasing some fees (e.g. photo reproduction services) and introducing some new fees (e.g. research) in the new year.
- The Legacy Fund for the Art Centre has been invested with the Kenora and Lake of the Woods Regional Community Foundation and so we will be seeing a return on that investment in 2022, as well as from the Gail Konantz Art Education Fund.

Our request of the City for the Museum in 2022 is \$323,536. As in the past, this amount represents the salaries and benefits of the three FT staff as well as two summer students minus what we anticipate receiving for summer student funding through Young Canada Works.

For the Art Centre our request of the City for 2022 is \$228,487. This includes salaries and benefits minus the money we expect to receive for summer student funding plus an additional amount of approximately \$30,000 to be directed towards utilities. In total, the amount requested for the Museum and Art Centre is: \$552,023. This represents 59% of the operating costs of The Muse.

The MUSE commitment to Council in the coming year is to:

- continue to seek out project-related government and NGO funding. So for instance, we have received a Seniors Community Grant to present 12 sessions of free arts/heritage programming to those 55 years and older.
- continue to seek out and strengthen partnerships in order to leverage more resources. For example we are working with the Thunder Bay Art Gallery to bring in an exhibition of cradleboards to be displayed at the Museum in the spring. This collection of over 70 cradleboards is from nations across Turtle Island. The Thunder Bay Art Gallery waived the loan fee for us, so our expenses are limited to shipping and programming; steward and increase our private sector donors and our members. To that end, we have developed a three-year membership development strategy.
- seek ways to streamline processes so that we can make the most effective use of staff time while also examining ways to balance staff workloads and build capacity.
- be led by our Indigenous Advisory Committee to re-examine the permanent exhibits at the Museum and to develop a work plan to revamp all exhibits to reflect Anishinaabe history and culture more accurately and respectfully, and involve their members in our work from a position of humility and an attitude of learning.
- work with our colleagues in Community Services to develop year-round recreational programming that is inclusive of sport, activity, culture, literacy and heritage to position Kenora well as a four-season destination and a desirable place to live.
- strengthen our position as a premier cultural asset and attraction that draws tourists to our town – something that has been affirmed through the public engagement responses for both the Recreation Master Plan and the Tourism Marketing Strategy.

Council commended the staff of the work they do and the delivery of the services they provide in the community.

The staffing model for 2022 is it reflective of 2021 – no change. Looking at the finances interest from legacy fund that is the first time have seen in the budget. That fund is used for specific purposes.

The Muse was eligible for COVID emergency funding for heritage organizations and was eligible April 2020 to March 31 2021. The Museum received \$52,145 and Art Centre received \$100,000. Because the Art Centre capital expenses were included that's why they received that.

Kenora Public Library

Marj Poirier, Board Member and Crystal Alcock, Library CEO presented the 2022 budget request.

The Board is asking for a slight increase in municipal funding for the upcoming year. This increase aligns with the increase in salaries as negotiated in the last round of contract negotiations and subsequent collective agreement. This amounts to a total of \$668,456, up from \$645,520 in 2020.

The library's statistics from 2018-2021 (year to date) include both Kenora and Keewatin (Kenora West) branches and show us the activity from pre-covid to now. Pre-covid the circulation was 120,728. The year 2019 saw this dropped slightly and in 2020 the circulation was cut by almost one half. Similarly, the social media/webpage/newspaper archive/catalogue statistics showed a dramatic increase. The library was a source of comfort during the most troubling times in recent memory. The 2021 (ytd) statistics indicate that the library is on track to surpass the circulation numbers of 2018, with e-resources not far behind. The social media indicators have already surpassed those recorded in 2020. This tells us that the library continues to be a service that citizens of Kenora not only rely on but use. In fact, it is being used now more than ever.

Despite the closures during 2021, the library was still able to offer some programming to patrons. This included take and make crafts, virtual story time, baby bags, story walks (July-August), story time on the Harbourfront (July-August), TD Summer Reading Club, virtual Hallowe'en event, Parent and Me (at the Rec Centre), virtual and in class (school) visits, virtual Giller Night, and pictures with Santa.

We are extremely proud to be partnered with the Dolly Parton Imagination Library. To date there are 317 children registered and 235 have 'graduated'. When open to the public, the library loans out puzzles and games. Additionally, adult activity bags are also available. Staff continued to offer the books at home program, where shut ins could order books and they would be dropped off in a safe manner.

The library has partnered with the City of Kenora HR department to bring the Linked In Learning Database to the community. This means over 16,000 online courses are now available to both staff and patrons. Also, The Douglas Family Art Centre book collection was added to the library data base so that the community can see what books are available there.

The Library's Facebook and Instagram pages often post crafts and activities that children can do from home. These pages also post notices of closures, library hours and so on.

While there is no specific evidence that COVID-19 is transmitted via books, our library staff has adopted protocols like those from the Public Services Health and Safety Association for libraries. This says that books which have been handled by patrons in the library should be left to quarantine for 24 hours before recirculating. Materials with plastic covers such as DVDs should be quarantined for 72 hours and/or wiped down with alcohol wipes prior to being placed back onto shelves. All surfaces within the library are wiped down daily and washrooms are wiped down twice daily (when open to the public). All patrons must be masked. The staff are all required to wear the appropriate (approved) PPE and to wash their hands on a regular basis. If at any time a member becomes ill or presents with COVID symptoms she will be asked to stay at home and get a COVID test if deemed necessary.

Earlier this year Lyn MacKay retired from her position at the Keewatin branch. She was a well-known and liked fixture in the there. The board welcomes Lily Chapman as the new staff member working in Keewatin.

The library board has been meeting virtually since the beginning of the pandemic. The board will continue to hold its monthly meetings this way. They seem to work well for us and make it easier for members who have young children at home to attend. The board has had its preliminary meeting for its new strategic plan. We met face to face in late November and plan to reconvene in the New Year. The CEO, with the help of staff and board members will be working on accreditation. Accreditation supports ongoing library development, performance measurement and public library advocacy. The guidelines and requirements are extremely specific however they help the library ensure that basic service level needs are being met and that there is equity with these across the province (because the guidelines for accreditation are the same regardless of geographical area or size). The library staff has been working hard behind the scenes thinking of new programming that could be offered once restrictions are lifted.

2021 saw the amalgamation of Ontario Library Services North and Southern Ontario Library Services. This has now become the Ontario Library Service. Mrs. Poirier was a board member of Ontario Library Services North for the last four years. She also sat on the transition committee which was responsible for the dissolving of OLS-N and the creation of the Ontario Library Association (for Council's information this is newly created board joins both Ontario Library Services North and the Southern Library Services). She now sits on the General Assembly for the Ontario Library Association and have been appointed as a member of the Ontario Library Board Association. Her goal is to be a strong advocate for library services in the north and for smaller libraries, such as ours. One of the concerns that OLS-N had prior to amalgamation was that the needs and services unique to our geographical area and patrons would be lost among the larger southern Ontario libraries.

This will be our final budget presentation prior to the upcoming municipal elections in the fall. They thanked the City of Kenora, who are the primary funders, for continued support to the Kenora Public Library. Never have libraries been so important as a place for knowledge, information and community. She also thanked all the staff and Board members of the Library.

Council thanked Board Chair Marj Poirier for her presentation and provided support for the service in the community and the work the staff do.

Municipal Accommodation Tax

Megan Dokuchie and Josh Nelson provided an overview of the Municipal Accommodation Tax program.

The accommodation tax was approved by Council in 2018. It is levied on hotel, motel and B&B accommodations at 4%. It was approved by Council to be allocated for economic development and tourism projects. There is an annual contribution to Kenora Hospitality Alliance based on previously collected through a destination marketing fee. Allocation guided by program developed through the five year economic development and tourism strategy. The goal is to utilize the MAT program and related resources effectively and strategically to promote tourism and economic development through implementation of eligible projects.

The MAT program objectives and intent is to support implementation of eligible projects that align with Kenora's tourism and economic development goals and objectives. It is to support implementation of eligible projects not regularly included in the municipal budgeting process and identify and approve eligible projects through an open and transparent process. We want to ensure investment of MAT funds address yields tangible and measurable outcomes and leverage MAT strategically to advance larger and long-term tourism and economic development initiatives.

Capital projects and related planning, design, creation and engineering costs that include:

- Renewing or enhancing an existing tourism facility or asset;
- Placemaking, tactical urbanism and temporary public space installations;
- Improvements to support temporary uses on underutilized and vacant lands;
- Community beautification (e.g. tree planting, public art, façade improvements, lighting, public art);
- Wayfinding and public signage;
- Improvements to public and private facilities and venues with capacity to host events;
- Projects that enhance access to Lake of the Woods for boating and recreation;
- Safety improvements to existing tourism assets to improve usage; and
- Develop strategic tourism marketing assets.

Events—grants and/or direct financial support, marketing and other supports for events that include:

- Concerts and festivals;
- Conferences and trade shows;
- Sports tournaments and new sport tourism opportunities;
- Outdoor recreation events and competitions;
- Transportation services for event attendees and participants; and
- New special events that will increase new visits or encourage longer stays.

Services and Programs—new and/or expanded services and programs administered through the City and community partners to support the local business community, including:

- Business planning supports for local business;
- Workforce training and education activities;
- Networking and local business events; and
- Workforce recruitment to support various economic and tourism sectors

Advertising, Marketing and Information–municipally-led initiatives, grants and/or direct financial supports to community partners for initiatives that include:

- Community or sector-specific advertising and branding campaigns;
- Data and market research and analysis not specific to an individual business;
- Marketing of available municipal surplus land;
- Community investment readiness information (e.g. sector profiles, updated demographic data);
- Public engagement and consultation activities;
- Plans, studies, and strategies that support tourism and economic development; and
- Developing detailed 12 month marketing campaigns.

Reserve Funds–MAT contributions to reserve funds for non-imminent and civic-led tourism and economic initiatives that include:

- City contribution amounts required to apply for tourism and economic development related funding and grant programs;
- Larger tourism and economic related capital projects, including associated capital, planning and design costs;
- Municipally coordinated community events;
- City acquisition of strategic tourism and economic development assets; and
- Big idea projects that are longer term in nature.

Ineligible Projects Include:

- Direct financial supports and/or grants transferred directly to an individual for-profit enterprise for use in normal operations.
- Direct financial supports and/or grants to community groups or non-profit organizations whose core mission does not involve tourism and/or economic development.
- Development or renewal of core municipal infrastructure (e.g. roads, water, wastewater and drainage projects) included in the City of Kenora 5-Year Capital Plan.
- Services, programs and community grants typically included in the City of Kenora Operational Budget and/or funded via other reserve accounts.

Past MAT program highlights include:

- Economic Development and Tourism Strategy
- Economic Recovery Plan Implementation
 - Glad You Are Here Campaign
 - 117 Main Street Pop-Up Patio
- Contribution to Mount Evergreen + Kenora Airport Authority
- Coney Island Shuttle

- Fish Exhibit at Discovery Centre
- Replacement of Mooring Balls
- Storage unit for Special Events
- Branding, Marketing + Tourism Website Project

2022 Project Planning Process included a review of master project list from economic development and tourism strategy. Engagement sessions with departmental representation including Development Services, Community Services, Parks & Facilities, Tourism, Northwest Business Centre, Administration and Planning.

2022 Proposed Projects Include:

- Keep it in Kenora Marketing
- Economic Recovery Plan Implementation
- Harbourtown Centre Streetscaping – Banners + Polewraps*
- Pocket Park Development*
- Coney Island Shuttle
- McLeod Park + Husky the Muskie – Renovation and Rehabilitation
- Pedestrian Wayfinding*
- Harbourfront Detailed Design Contribution*
- Community Improvement Plan Program Review
- Acquisition of PA System
- Tunnel Island Navigational Signage
- Kenora Postcard Project
- Adirondack Chair Photo Opportunity
- Disc Golf Infrastructure
- Harbourtown Centre Holiday Lighting Program
- Discovery Centre Expansion Study
- Pocket Park Detailed Design
- Starter Company Plus Program Enhancement
- By-Pass Corridor Development Study Contribution
- Winter City Strategy

Annual Allocation

- Tourism and Economic Development Marketing
- Partnership Opportunity Fun
- Event Attraction Reserve
- Kenora Hospitality Alliance Contribution

Total annual contribution includes \$280,309 with a total carryover/new projects of \$509,128 and a total 2022 MAT spend of \$789,437.

Council thanked staff for their presentation.

Meeting adjourned at 10:47 a.m.