



# Minutes

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

Tuesday, October 20<sup>th</sup>, 2023 – In Person 9:00a.m

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**With:** Cynthia MacDougall      Jeff Dugan      Denise Forsyth      Anita Cameron  
 Jodelle Maksymchuk      Jill Hager      Jared Olsen      Logan Haney  
 C. Bob Bernie (10:00)      Shannon Bailey      Taras Manzie (v)      Regan Dearborn  
 Denise Forsyth

**Staff:** Danica Farion – Executive Assistant      Eric Shih – CSWB Coordinator  
 Heather Pihulak – City Clerk      Christiane Sadeler - Consultant  
 Kyle Attanasio, CAO

**Regrets:** Darcia Curtis      Mayor A. Poirier

**With Alternates:** Halye Pentek      Jim Neild

### 1. Call to Order and Land Acknowledgement

Eric Shih called the meeting to order at 9:03am and delivered the land acknowledgment.

### 2. Additions to and Approval of Agenda

No additions to the agenda declared. Agenda accepted.

### 3. Approval of Minutes from Previous Meeting

**Moved By Logan Haney, Seconded By Shannon Bailey, and Carried –**

That the Minutes of the Crime Prevention and Community Well-Being Advisory Committee Meeting held on Tuesday, September 12<sup>th</sup>, 2023, be confirmed as written and filed.



#### **4. Adopt Meeting Dates for the 2023 Term**

**Moved By Jill Hager, Seconded by Jared Olsen, and Carried -**

That the CPCWB Advisory Committee will meet the third Friday of every month at 9:00am, unless otherwise noted, for the duration of the 2023 term and the first meeting of 2024.

Next meeting date changed to November 10, 2023 at 1:30pm.

#### **5. Presentation on Findings from Interviews and Dialogue**

Christiane welcomed the Committee members, she noted she has met with the majority of Committee members for one-on-one meetings.

Christiane started her presentation with a brief overview of the last meeting's material, she shared Crime Prevention with respect to this Committee is not the traditional sense of the phrase, it is also not an opportunity to tell the police how to do their jobs. She highlighted the Ontario Framework for Planning Community Safety and Well-Being. The Committee's focus will remain on the blue and yellow rings.

Christiane met with most members individually for an average of 45 minutes. She shared that the Committee would need to model within what they want to build outside of this Committee. She highlighted The Infinite Game and elaborated that the only objective is to stay in the game and keep playing, there is no winner or loser. She explored the questions that were asked during the one-on-one meetings and the results she heard.

A member questioned that the comment made by Christiane that the data presented was neither true or false but rather perspective, the member made note when reading the data, she felt some of the information was in fact false, and wondered if there was opportunity to go through this data to clarify perceptions as this is a common factor in misinformation. Another member wanted clarity on the term 'vulnerable sector/people' as she feels in this community it is used to refer to the homeless population, but it is so much broader than this population. Christiane agreed this requires exploration and will be added to the next meeting agenda.

Christiane noted there are many efforts within this community that are admirable. She recapped the capacities the Community realistically has. To harness these capacities, the Committee will need to coordinate dialogue and trust amongst agencies and the community. She continued with highlights of feedback she heard from the one-on-one meetings with members. She shared that she is encouraged to see the wealth of experience and knowledge and dedication of the members at the table. She noted that there are more commonalities amongst the table than perceived, yes there are different views and lenses, but she heard more similarities than not during these meetings. There are opportunities within the Community that are currently fostering safety and wellness, there are pillars to build on, it will not be starting from scratch, work is being done within the Community already.



The table felt heard within the presentation of findings from Christiane.

Christiane presented recommendations for the framework of this Committee, discussion on her recommendations for the Committee (outlined in the presentation package that is attached to these minutes starting on page 27).

She concluded her presentation by noting the Committee will need to establish principles of engagement (she shared some suggestions) and employ relentless incrementalism. She shared the example of needing to cross a river, rather than building a bridge or tunnel, are there rocks that can be walked over to get to the other side.

Eric opened the table to questions after the presentation. Eric shared how he felt that Christiane distilled the information from the Committee and therefore a reflection of the Community quite well.

## 6. Decisions Arising from Findings

- a) Working group vs project team was explained, project team would digest information prior to meeting to disseminate more effectively to the Committee at large during the meetings. Working groups would be more of a sub-committee strategy. Clarification on the 'community member' in the Project Team, a member shared she felt there would be a bias if that community member represents an agency as their views most likely represent that of their agency. Christiane shared that she agreed and noted the community at large members may be best for this position then. Kyle shared he will be the senior staff member on the Project Team. Anita Cameron and Logan Haney will share the position of community members on the project team.

The members and the sector they are representing on this Committee are listed below for the Committee's understanding:

| <b>Member</b>                        | <b>Sector Representing</b>           |
|--------------------------------------|--------------------------------------|
| Councillor Robert Bernie             | Council                              |
| Councillor Barbara Manson, Alternate | Council                              |
| Anita Cameron                        | Community at large                   |
| Logan Haney                          | Community at large                   |
| Regan Dearborn                       | Community at large                   |
| Taras Manzie                         | Member of business community         |
| Shannon Bailey                       | Education sector                     |
| Denise Forsyth                       | Mental health sector                 |
| Darcia Curtis                        | Children/youth services sector       |
| Jill Hager                           | Custodial services to children/youth |
| Jared Olsen                          | Custodial services to children/youth |



|                                              |                                           |
|----------------------------------------------|-------------------------------------------|
| Jodelle Maksymchuk                           | Children/youth services sector            |
| Jeff Duggan (alt: Jim Neild & Grant Cowles)  | Detachment Commander                      |
| Cynthia MacDougall (alternate: Haley Pentek) | Health sector                             |
| Eric Shih                                    | Community Safety & Well-Being Coordinator |
| Danica Farion (Staff Resource)               | City administration                       |

**Moved By Regan Dearborn, Seconded by Taras Manzie, and Carried -**

That the Committee establish a Project Team consisting of the Committee Chair, a Senior City Staff member, a member of the Committee that represents the Community, and the City Community Safety and Well-Being Coordinator.

- b) The Committee supports that a community of practice component be built into each meeting. This will be a portion of the meeting where Committee members can learn from each other as well as from promising practices and the available evidence.
- c) Clarity on Working Groups being opportunity for other agencies to be consulted, as well as clarity on multiple groups for different issues, it was also questioned how the membership and topic of these groups would be established. These items/issues would be brought to the Table on an ad hoc basis, it will be a Table discussion and decision. A member questioned whether we have an inventory of groups within the community that are currently underway and working on items, there needs to be efficiency. Eric shared this will be up to the Table as well to determine whether there is a group already working on the matter at the time that it arises. Councillor Bernie questioned how the 'issues' are being brought to this Table; Eric shared a process will need to be developed. Councillor Bernie shared the process for Council and how he would like to see something transparent and similar. Christiane commented that the Committee will need to be mindful of the time that the Committee itself has to develop the Plan, she is working on a proposal for how these items will come forward while safeguarding the time of the members. Eric noted that he is looking into a 'who does what' list and directory, he is actively working with agencies to develop this kind of repository.
- The Committee supports adopting an issue selection process to aid decision making about which issues lead to the formation of a working group and which are triaged out.
- d) A member noted that although the intention to be proactive as opposed to reactive with respect to communication is great, they would like to see a process in place of how that plays out in real time as this intention often falls flat. Another member questioned how to handle communication that comes into the Committee, Christiane noted speaking with one voice is the goal here. The City Clerk shared the Terms of Reference is established for how Committees of Council handle communication, however this committee is a bit unique. The member clarified her question, have we exhausted a variety of populations/demographics to help us best inform us to carry out our work. Eric shared that there will be development of strategy around compiling



data. A member asked how this Committee aligns with the ANHP OHT, and whether there will be a communication strategy there. Kyle has spoken to the health partners previously; their approach was rooted in health. The member reiterated there is a lot of overlap amongst the ANHP and this Committee. She relayed some examples; Kyle noted it is not the intention of this group to recreate the work the ANHP is already doing. Eric clarified his goal for the 'working groups' and if there is something that is not quickly addressed it needs to be incorporated into the Plan, there will be time for communication with other agencies and the ANHP during these discussions. Looking at what collaborative tables are in place in our community rather than what services may be beneficial.

- e) Christiane shared the Chair should be someone who has the capacity to see all aspects of the issues, that can bring people together, and some level of credibility within the community to do such. She said it is not a small job, this would require being part of the project team. The Chair will speak for the Committee publicly as well as deputations. The chair will not be alone in this.

A member shared concerns over nominating a member without their knowledge and would like to defer this to the next meeting. The City Clerk shared perspective that this shouldn't be an issue to defer, and the terms of reference can be reviewed collectively if there is an appetite for. Councillor Bernie shared his perception of what he views the Chair's qualities as, and agreed with administration that having a chair in place by December would be a good goal.

## **7. Election of Chair and Vice-Chair for the 2023 Term**

### **Moved By Shannon Bailey, Seconded By Anita Cameron, and Carried –**

That the election of the Chair and Vice-Chair of the Crime Prevention and Community Well-Being Advisory Committee for the 2023/2024 Term be deferred to the December 15<sup>th</sup>, 2023 meeting.

## **8. Community of Practice at November Meeting**

Discussions will be around what vulnerability means to the Committee.

## **9. CSWB Coordinator Update**

Eric will be attending Canadian Municipal Crime Prevention Network Conference, and a pre-conference training that will be beneficial to the Committee as well for best practices for assessment and tracking of the Committee's progress.

Kenora Moving Forward is shutting operations down for October and reevaluating their operating model. Other agencies may see an increase in their services.



Kenora Youth Hub may be closing down in a matter of weeks for renovations, they will not have a presence or space for their clients for approximately 2-3 months (potentially longer).

Eric shared that the matter of removal of personal items left behind in cleanup of encampments has had people reach out to City for retrieval of those items. He shared the City does not have the capacity for people to enter the landfill and recover these items. He stated this may be a great first 'working group' opportunity to solve this issue. He asked members to start considering ways for these people to recover these items, perhaps identifiable items can go to another agency where people can retrieve those, he will inform City Staff with knowledge to share with these people on where they can get IDs and what not if they lose them.

Councillor Bernie questioned how many instances of this is occurring, why is this occurring at all. A member offered there are organizations where these items can be locked up already, there are other agencies that also help with getting new IDs. Constable Duggan noted this is an education piece, the people who are trying to retrieve these items need to be informed that police do not go through the items left behind due to safety, education around reminding these individuals that IDs need to be kept on them. Members noted that there are processes in place for these situations already within the Community.

In-depth discussions on whether this item required a working group or not. The goal of the working group would be to discuss this issue further and provide a briefing note at the next meeting to decide whether this is a Committee issue, whether there is an easy solution, or whether this is something that needs to be strategized. The Working Group can also decide this isn't a Committee endeavour and it needs to go to another organization.

*Denise Forsyth left at 11:01am*

The Committee was in support that a working group be established to review the matter of identifiable items being retrieved from encampment clean ups.

## **10. New Business**

None.

## **11. Next Meeting – November 10<sup>th</sup>, 2023 @ 1:30pm**

**Adjourn Meeting** – The meeting adjourned at 11:06am.



## Crime Prevention and Community Wellbeing Kenora

**More  
Better**  
SOLUTIONS

# Kenora Crime Prevention and Community Wellbeing Steering Committee

Meeting of October 20, 2023  
Overview of Finding from  
Interviews with Committee  
Members





# Presentation Overview

Findings from  
Interviews

Observations  
through a CSWB  
and a  
collaboration lens

Recommendations  
for way forward



# Guarding against Outcome Bias

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|              | Good Process     | Bad Process    |
|--------------|------------------|----------------|
| Good Outcome | Deserved success | Dumb Luck      |
| Bad Outcome  | Bad Break        | Poetic Justice |

# Where we are in the proposed **WORK PLAN** for the development of a **Kenora Community Safety and Well-being Plan**.

Sep-Nov 2023

## Project Start & Orientation

- Introductions
- Initial meetings with project committee
- **Basic agreements on way forward**

Nov 2023-Mar 2024

## Quantitative Data Collection

- Collect and analyze existing data
- Finalize CSWB surveys and agree on consultation approach
- Connect with consultation groups

Sep-Oct 2024

## Identifying Priorities

- Prioritization process
- Expert reviewers of plan
- Plan adjustment based on feedback
- Steering committee approval of plan

Dec 2024

## Release CSWBP Kenora

Apr-June 2024

## Qualitative Data Collection and Community Engagement

- In-person and virtual consultations
- Consultations with persons with lived and living experiences
- Filedstudy

Jul-Sep 2024

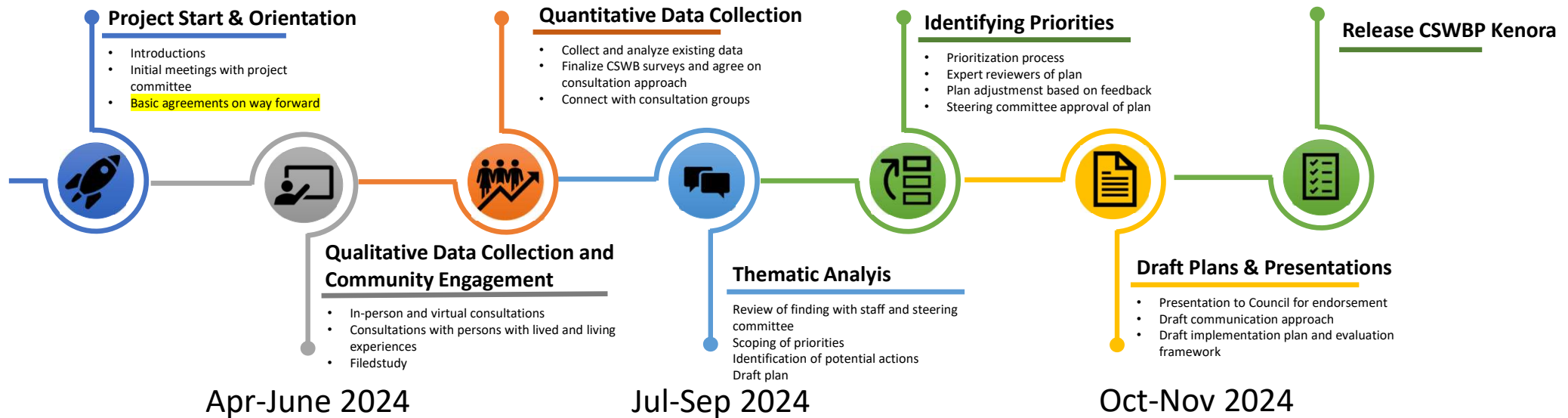
## Thematic Analysis

- Review of finding with staff and steering committee
- Scoping of priorities
- Identification of potential actions
- Draft plan

Oct-Nov 2024

## Draft Plans & Presentations

- Presentation to Council for endorsement
- Draft communication approach
- Draft implementation plan and evaluation framework





**Crime Prevention**  
(tendency to focus on police,  
by-law, criminal justice system)

**Community Safety & Well-Being**  
Social determinants of crime/violence  
Safety as a broader concept



It is not about  
enforcement

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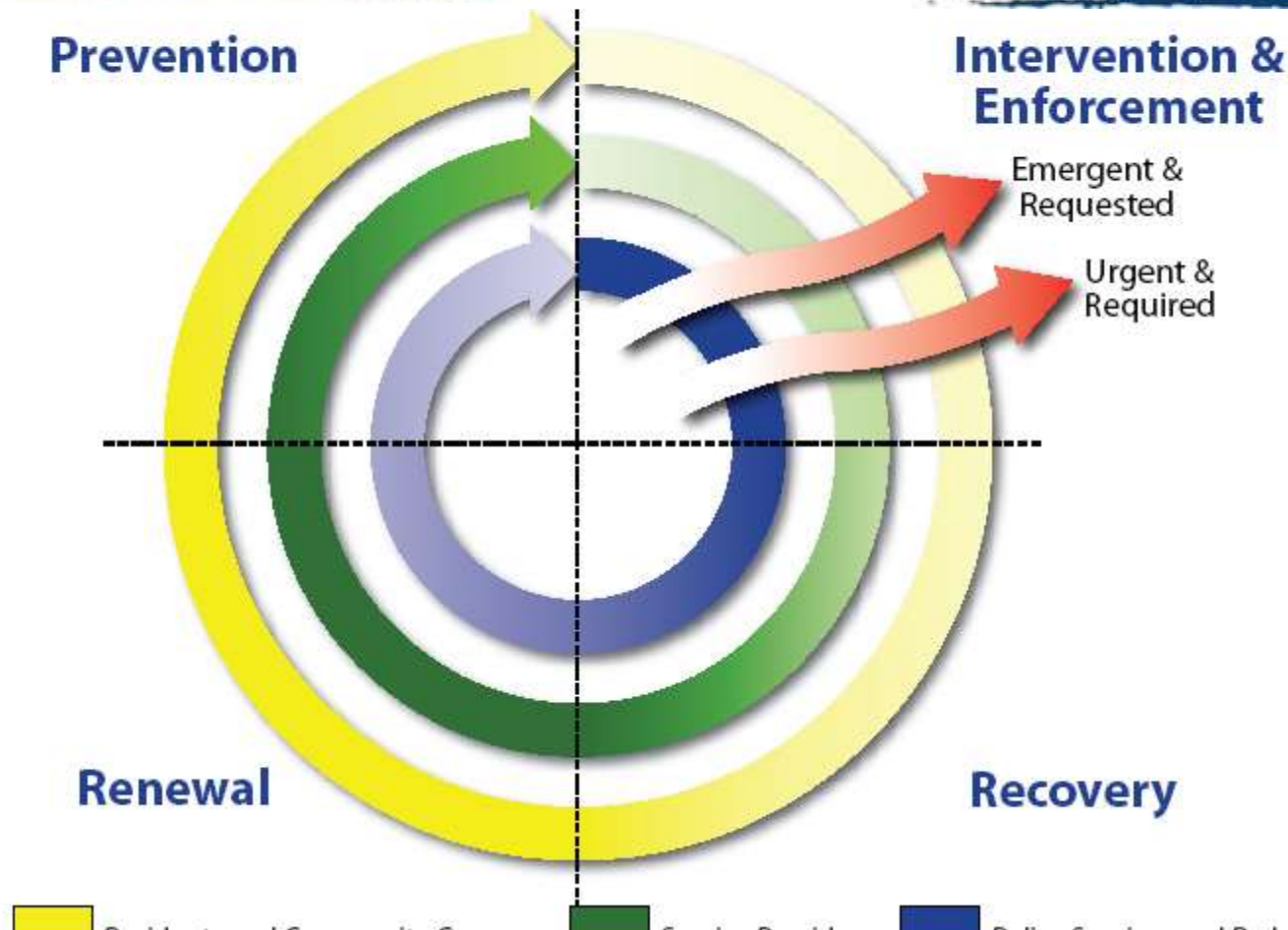


# Ontario Framework for Planning Community Safety and Wellbeing



# Integrated Model for Crime Prevention

*Who leads what & when?*



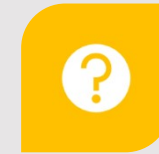
# Interview method and rationale



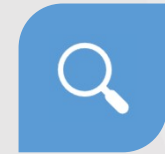
INDIVIDUAL  
CONFIDENTIAL  
INTERVIEWS WITH  
COMMITTEE MEMBERS  
INCLUDING ALTERNATES



AVERAGE LENGTH 45  
MINUTES



11 QUESTIONS SHARED  
AHEAD OF TIME



THEMATIC ANALYSIS



REASON:



TO UNDERSTAND THE  
CURRENT COMMITTEE  
THINKING AND  
DYNAMICS



TO SHARE THAT  
UNDERSTANDING SO  
WE CAN BUILD ON IT

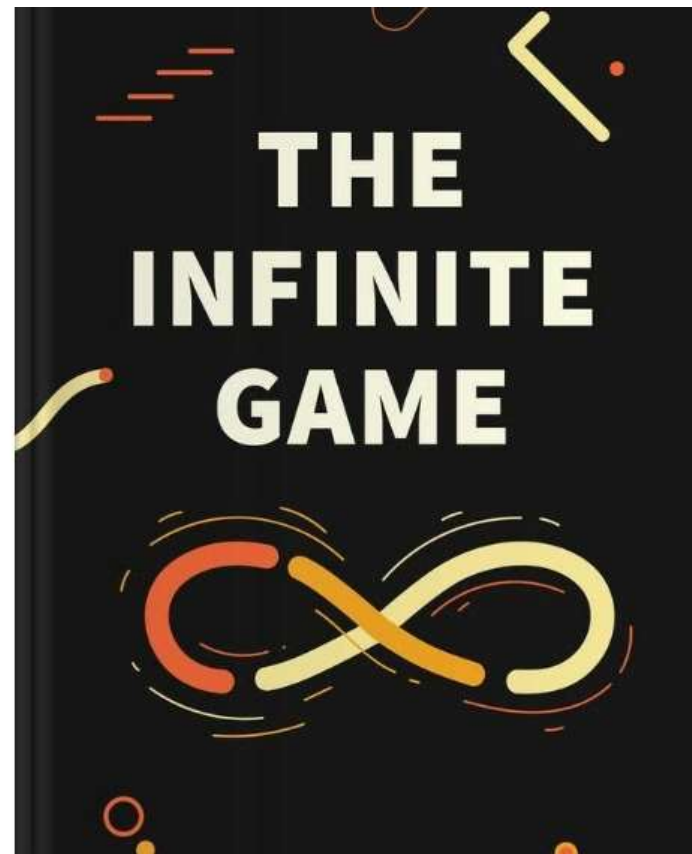


WE CAN ONLY CREATE  
COMMUNITY SAFETY  
AND TRUST FROM  
WITHIN A PROCESS  
THAT IS SAFE FOR ALL  
AND WHERE TRUST IS  
BUILT AS PART OF THE  
WORK.



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QUALITATIVE  
ANALYSIS IS  
NOT ROCKET  
SCIENCE



# The Meaning of Community Safety

## Mostly Common Ground

Everyone has the right to be and feel safe

A safe community is healthy and harmonious one where everyone has a sense of belonging and a voice

Community safety is achieved through proactive and evidence based approaches

## More Divergent views

The most marginalized are the most vulnerable

vs

We tend to see the vulnerability of the most visible and forget about other vulnerable populations such as seniors, single parents, newcomers, etc.



DRAFT definition of CSWB,  
October 20, 2023

CSWB is a holistic vision of the community where every resident is and feels safe. To accomplish this vision CSWB efforts are grounded in proactive and evidence-based measures that foster collaboration and integration of formal and informal services. This is accomplished through a combination of immediate actions and longer-term commitments to change. Community safety and wellbeing work includes increased access to existing services, greater integration of services, as well as actions that create change at the level of policy and programs. This can only be achieved by addressing the conditions that lead to vulnerability, by reducing disparities, by elevating marginalized voices, and by creating public spaces that are and feel safe. Within this context it is understood that vulnerability is experienced differently by many residents because of identifiable risk factors. Intervening with and proactively managing these risk factors has the greatest potential to achieve reductions in crime, victimization and fear of crime. This root causes approach includes dealing with risk factors resulting from the experience of colonization and inter-generational trauma. CSWB is a departure from traditional methods of dealing with public insecurity and ongoing communication with the public is vital in building civic trust and engagement and shifting the focus on prevention.

# The Most Significant Challenges

## Mostly Common Ground

Racism and post colonial trauma

Poverty, homelessness, lack of resources

The impact of problematic drug use on the community

Lack of coordination and collaboration

Post Covid increases in problems

Polarization between business and services and between citizens

## More Divergent views

Some people want problems out of sight

vs

The safety concerns of taxpayers receive less attention than those of the street involved population

Safety concerns are more rooted in stigma than reality

vs

Kenora has significantly declined in its quality of life including safety

# Barriers to Solutions

## Mostly Common Ground

Impact of colonial history

Disparity between police and justice methods

Fear and stigma (of places, people, and failure)

Problem overwhelm

Lack of consensus

Not learning from the past

## More Divergent views

Too much focus on service needs

vs

Too much focus on public sentiments and business

Lack of services

vs

Sufficient but un-coordinated services

Inequities (including on the committee especially FN)

# Opportunities

The committee  
itself (& the  
relationship with  
the city)

Dedicated and  
passionate people

Grassroots  
development (from  
the ground up)

Incentivizing  
collaboration

A desire to go  
upstream

A balance between  
immediate and  
longer-term actions

Looking at  
promising practices  
(including local one)

Local knowledge  
and expertise



# Kenora Capacities

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A made in Kenora approach

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Current programs and experiences

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Past efforts to build on

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Applying a broader wellbeing lens

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Many like-minded people

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Engagement with Treaty 3





# How to harness these capacities

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Avoiding messages that increase fear

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Having as coordinator to foster collaboration

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Dealing with trust issues

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Learning from ALL experiences

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Keeping politics out of planning

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Celebrating diversity

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Direct commitments to support the CSWB developments (consultations, data, etc.)

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Avoid piecemeal solutions (no band-aids)

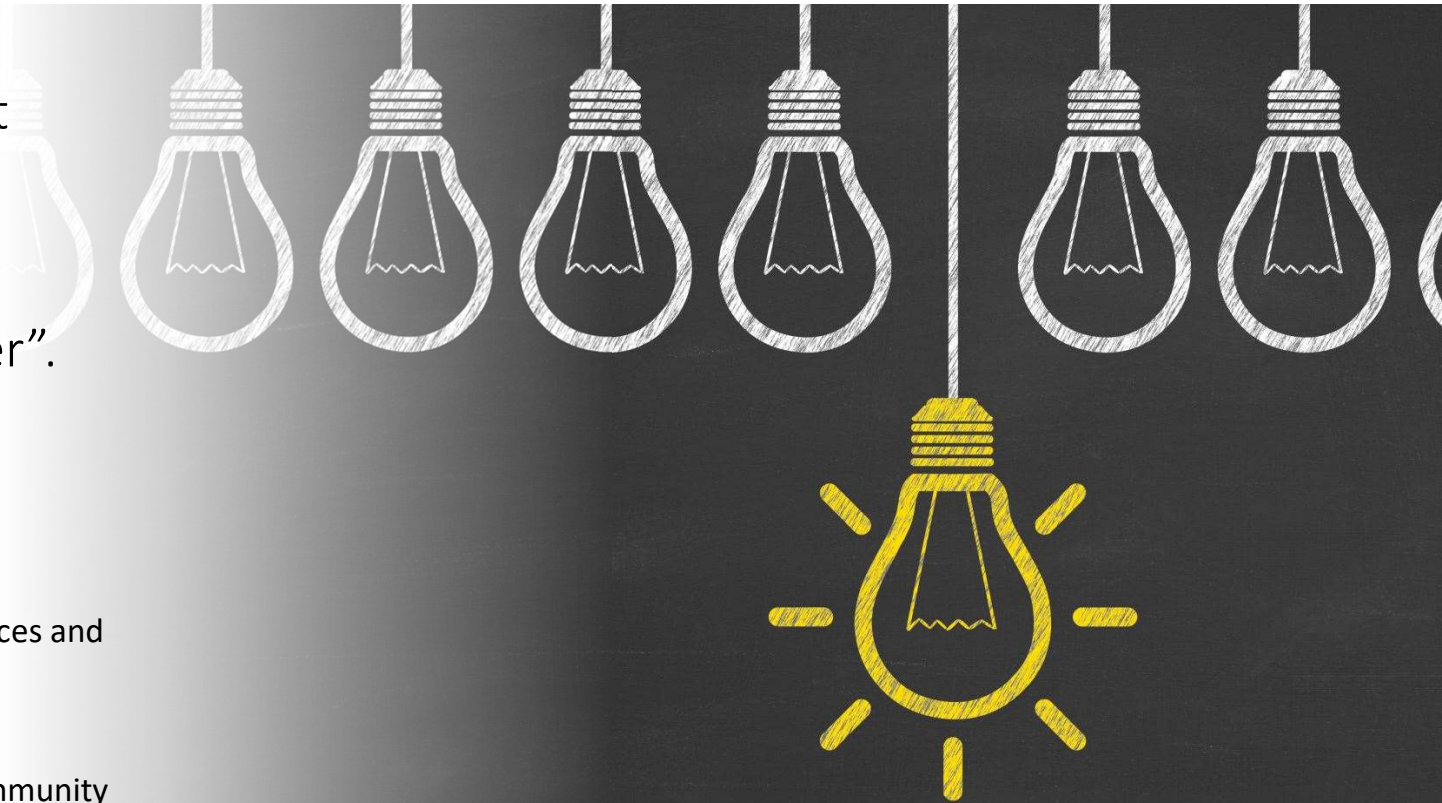
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Ceasing the moment of a Council with a change mandate

What excites you about being part of this committee?

“We are better together”.

- Finding common ground
- Talking about what is possible
- Creating change
- Sharing knowledge and experiences and learning
- Contributing to a brighter future
- Kenora becoming a leader in community safety
- Looking to the evidence and what works
- Taking risks together
- Being part of the solution



# Concerns about the journey ahead

**Potential to get overwhelmed**

**Polarization making us ineffective and inefficient (blaming and shaming)**

**Negativity (can never create and only repeat)**

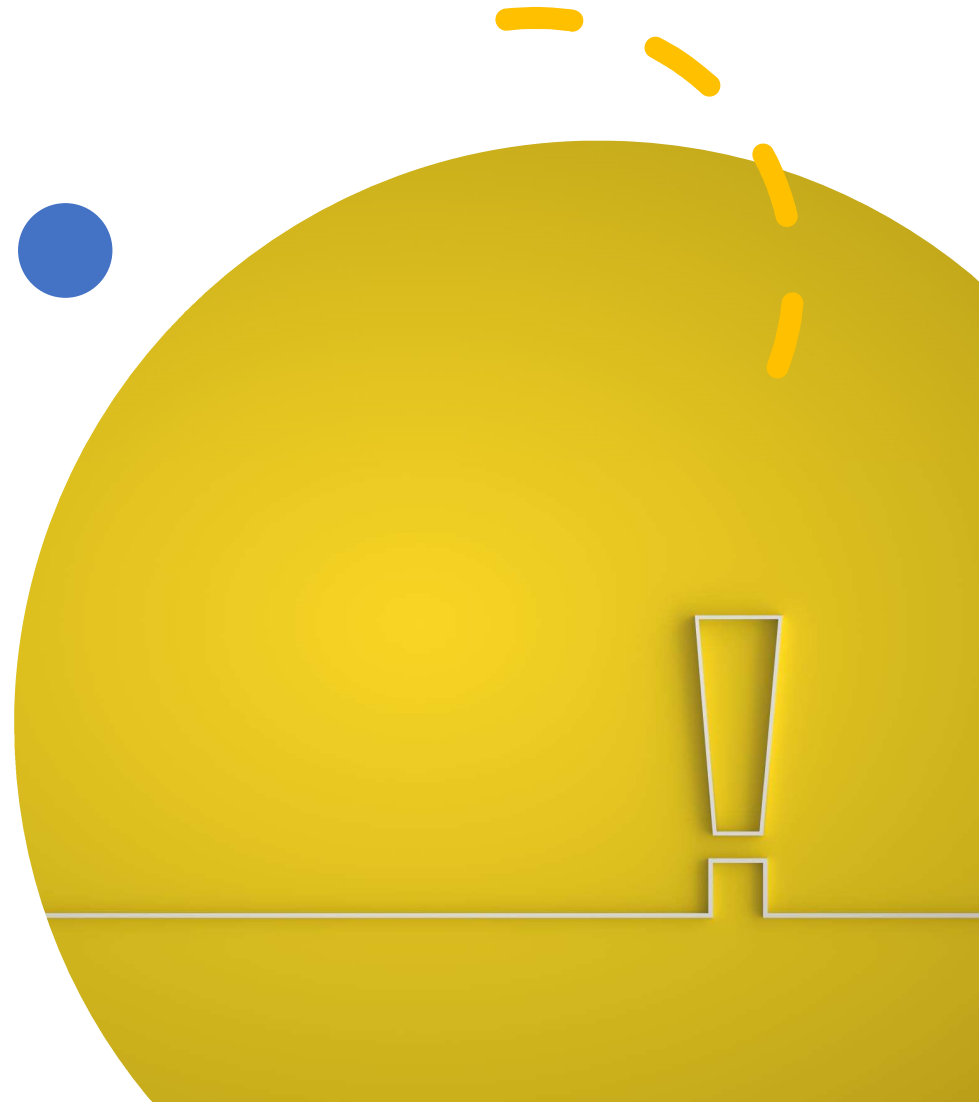
**Anger trapping us in Groundhog day**

**Dominant voices drowning out equity**

**Change being too slow (? Do we have enough decision makers?)**

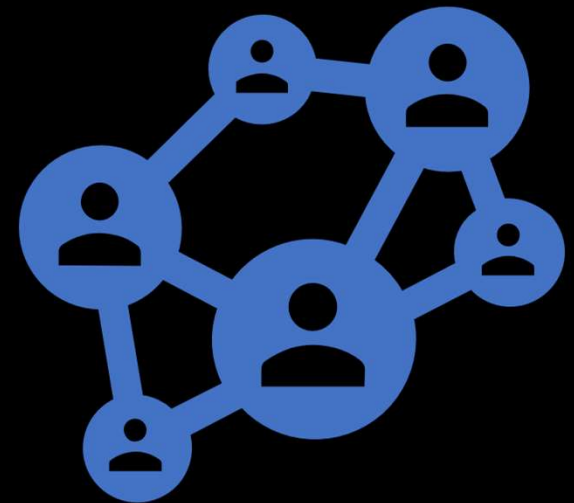
**Public skeptics and pressure**

**Not having a strong chair that validates all sides**



# What Committee Members Bring to Advance the Work.

- Connections
- Knowledge
- Passion (“Kenora is my home”)
- Diverse backgrounds
- Direct support to development efforts (consultations, data)
- Willingness to work with everyone
- Upstream thinking



Balancing Immediate Needs with Longer-term Aspirations

# “This committee is part of restoring balance”



Making process matters



Looking for quick wins  
(working groups)



Making space for ALL  
views



Providing training



Having a clear model  
for change



Not reacting to social  
media pressures



Communicating  
proactively with the  
community

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## What I didn't ask but you needed to say

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"This is a high-profile committee with many eyes on it...I don't want to be seen as being part of failure".

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Kenora is a place with lots of good people.

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These conversations matter

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Direct service and system people are not balanced on the committee

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The role of the committee needs to be clearly communicated

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We have some hot topics (washrooms, injection site, services in the DT)

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Kenora has a violent colonial history and the TRC calls to action need to be embedded in the plan.

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The committee representation is lacking especially First Nations.

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There is a role for the Ministries that needs exploring.

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We need to be humble and positive.

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# Overall observations

You have more common views than not

You are passionate about your community

You are rich in good will and skills

You have a lot to build on (past and current efforts)

You are not alone in  
the significant social challenges  
the political pressures

You have taken a significant step in hiring a staff person dedicated to community safety (UN guidelines)





## Recommendation one:

That we create a project team with the mandate to “Shepard the Shepards” comprised of the steering committee chair, the community safety and wellbeing coordinator, a senior city staff, a member of the committee that represents community and the CSWB consultant and that this team be charged with agenda setting for the steering committee as well as keeping the CSWB planning on track.



## Recommendation two:

That a community of practice component is built into each meeting during which committee members can learn (a) from each other and (b) from promising practices and the available evidence



## Recommendation three:

That the committee through the chair and supported by the city proactively communicate with the community about the committee composition, how to access the committee, its mandate, any progress made, as well as how members of the public can engage with the subject matter in future consultations.



## Recommendation four:

That at each meeting there be an opportunity to raise “significant changes in the industry” and that if needed a working group be formed comprised of a committee member, the community safety and wellbeing coordinator and appropriate community stakeholders with a view to taking action in the here and now, and that the committee adopt an issue selection process to aid decision making about which issues lead to the formation of a working group and which are triaged out.



## Recommendation five:

That each meeting of the steering committee allot time at the end of the meeting for a meeting evaluation/check-out with the goal of addressing challenges in group process as a group and in a timely manner and to avoid parking lot conversations.

## Possible Principles of engagement

|           |                                  |
|-----------|----------------------------------|
| Be        | Be rebelliously optimistic       |
| Practice  | Practice radical transparency    |
| Accept    | Accept uncertainty               |
| Embrace   | Embrace possibilities            |
| Recognize | Recognize complexity             |
| Trust     | Trust community                  |
| Proceed   | Proceed with humanity            |
| Employ    | Employ relentless incrementalism |

Thank you!

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250-888-2302