

KENORA, ONTARIO, CANADA



**MINERAL
PROCESSING**



**VALUE ADDED
FOREST PRODUCTS**



**FOOD &
BEVERAGES**



**DURABLE
GOODS**

KENORA MANUFACTURING Sector Profile



KENORA, ONTARIO, CANADA



For More Information, Contact:
Megan Dokuchie, Economic Development Officer
Lake of the Woods Development Commission
1 Main Street South
Kenora, ON P9N 3X2
WWW.KENORA.CA
mdokuchie@kenora.ca
807.467.2127



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Made in Kenora

Natural Resources. International Products.

Kenora is the second-largest city in resource-rich Northwestern Ontario. Surrounded by natural resources including vast Boreal forest, a diverse base of minerals, pure water on Lake of the Woods, freshwater fish, and other abundant resources, Kenora supports a growing set of manufacturers that transform raw resources into high quality products. Manufacturers in Kenora make forest products, mineral products, food and seafood products, consumer goods, and value-added durable goods such as hovercraft. These products are competitive in meeting the needs of local, regional, national, and international markets.

The city's proximity to Winnipeg, Minneapolis, the Canadian Prairies and the US Midwest makes it an ideal location for regional manufacturers serving these markets. Kenora offers manufacturers a highly-skilled labour force, transportation infrastructure to deliver products to market, a supportive local and provincial government, financial resources for manufacturing, and a tremendous quality of life as North America's Premier Boating Destination on Lake of the Woods.



Kenora's Four Manufacturing Sectors

Contribute over **\$43 Million** to the City's GDP

Forest Products

Kenora offers value-added forestry companies many advantages including access to a stable supply of wood fibre residuals from regional mills, crown timber from the region's Boreal forest, access to a highly-skilled forestry labour force, excellent industrial land and infrastructure, in proximity to mills. These resources have attracted investment including Weyerhaeuser's largest TimberStrand™ Plant in North America. The value-added wood products sector also includes softwood lumber mill Kenora Forest Products, and other custom sawmills, furniture manufacturing businesses, building materials companies, and forest timber businesses.

Durable Goods

Kenora is home to durable goods producers including hovercraft manufacturer Vanair and steel products fabricator Riverview Industries. The proximity to Lake of the Woods has provided Vanair with a local testing ground for hovercraft models that are marketed throughout North America. Kenora has a rich history in boat manufacturing and offers boat manufacturers a unique setting in North America's Premier Boating Destination. Riverview Industries, serves the diverse fabrication needs of the forest and mining industries and also produces unique custom metal products for consumer markets.

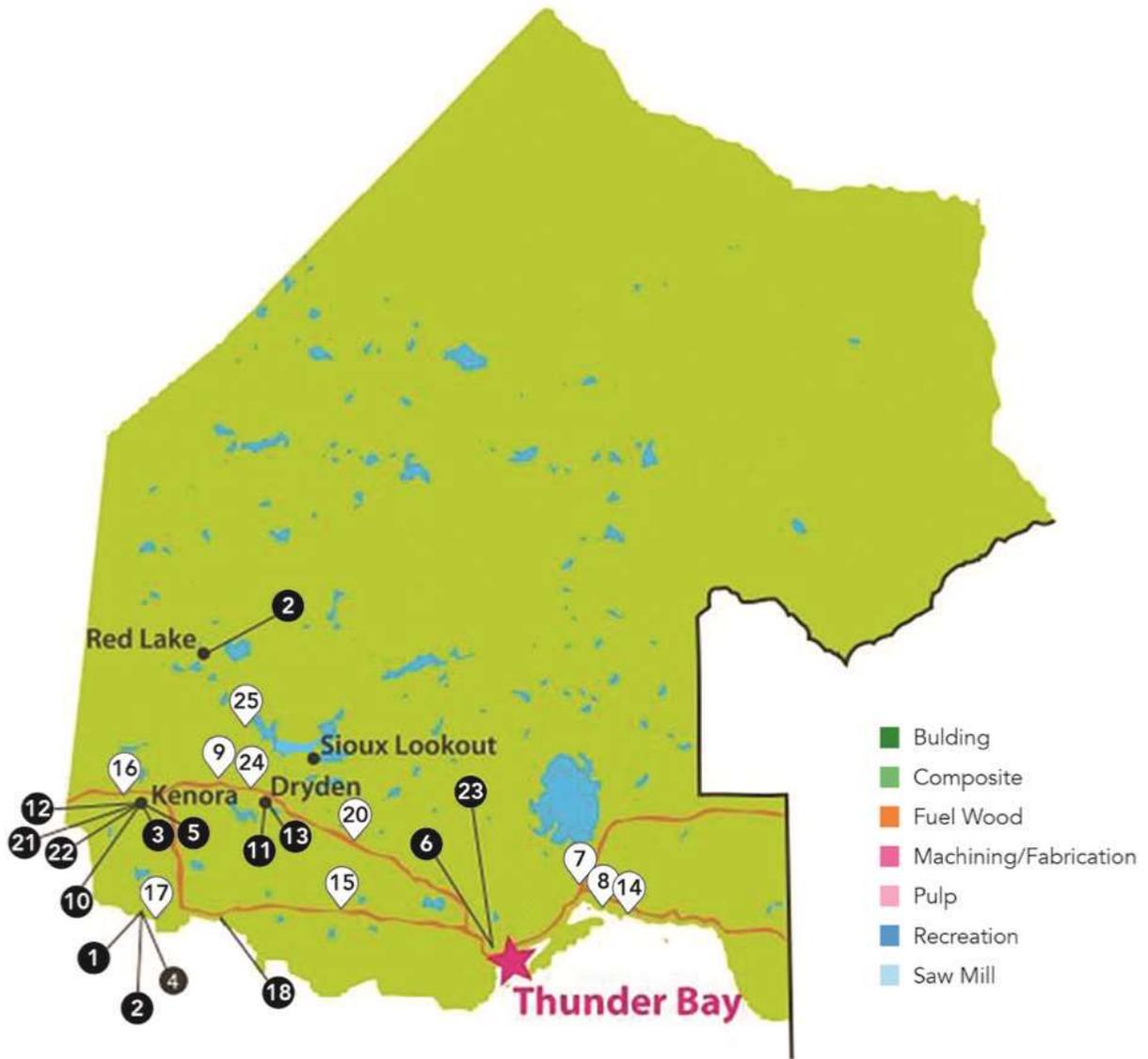
Mineral Products

Mineral product producers in the region include active mines that produce gold, lithium, palladium, cesium, and granite. There are also several mature exploration projects that contain economic mineral reserves and are expected to move to production by 2020. In addition, six developed exploration projects in the region contain mineral resources and are developed beyond the prospecting stage. Mineral processing is growing in Kenora with Avalon Advanced Materials planning a lithium processing plant in Kenora. The city's mining services sector is equipped to help mineral processors build plants and expand their operations.

Consumer Goods

Consumer goods companies in Kenora include makers of chocolates, meats, beverages, personal care products, and artisan goods and crafts. These products are sold locally and exported outside the region. The region's busy tourism industry helps consumer goods companies to launch and grow products and brands that capture the lifestyle on Lake of the Woods, introducing products to visitors who spend weeks or months at the lake. Kenora's proximity to Winnipeg, the Canadian Prairies, and the US Midwest gives consumer goods companies ready access to markets for exports.





- | | | | |
|--------------------------------------|---------------|----------------------------------|----------------|
| 1. Norbord | Barwick | 15. Fletcher Canoes | Atikokan |
| 2. Manitou Forest Products | Emo | 16. Docks and Lifts Unlimited | Keewatin |
| 3. Weyerhaeuser Company Ltd. | Kenora | 17. Manitou Forest Products Ltd. | Emo |
| 4. Ainsworth GP Ltd. | Barwick | 18. Nickel Lake Lumber | Fort Frances |
| 5. Weyerhaeuser Company Ltd. | Kenora | 19. McKenzie Lumber Inc. | Hudson |
| 6. Murillo Millworks | Murillo | 20. Resolute FP Canada Inc. | Ignace |
| 7. Black Sturgeon Enterprises Ltd. | Nipigon | 21. Kenora Forest Products Ltd. | Kenora |
| 8. Smoke Signals Firewood Inc. | Pays Plat | 22. E. & G. Custom Sawing Ltd. | Kenora |
| 9. Sunset Country Wood Products Ltd. | Vermilion Bay | 23. Precision Wood Design Inc. | Murillo |
| 10. Migizi Ventures Ltd. | Kenora | 24. Skene Lumber and Sawmill | Oxdrift |
| 11. Solomon & Sons | Dryden | 25. Riffel Harvesting | Perrault Falls |
| 12. Riverview Industries | Kenora | 26. L.K.G.H. Contracting Ltd. | Red Lake |
| 13. Domtar Inc. | Dryden | | |
| 14. AV Terrace Bay Inc. | Terrace Bay | | |

Northwestern Ontario's Fastest Growing Manufacturing Centre

Kenora is an active centre for manufacturing businesses and the city is surrounded by an established base of manufacturers located throughout Northwestern Ontario. The Kenora District accounts for 18 per cent of the region's manufacturing labour force, most of which is based in the City of Kenora, the largest community in the Kenora District. In 2011, there were 970 manufacturing workers employed in the Kenora District and approximately 5,275 in total in Northwestern Ontario.

Kenora's manufacturers are growing and the city is attracting new companies and investment. Kenora's forest product mills are experiencing growth as demand increases for building materials. Avalon Advanced Materials is planning a lithium processing operation that will move to production in Kenora by 2020. The plant will process lithium that is mined from Separation Rapids, located 60 kilometers north of Kenora. New exporting manufacturers like Freshwater Cuisine and Lake of the Woods Brewing Company are bringing new streams of funds into the community through the export of food and beverage products.

There are also indications throughout the Northwestern Ontario region that manufacturing is on the rise. Regional manufacturer Resolute Forest Products is growing with exciting new projects in Thunder Bay, Atikokan and Ignace (Ontario). Over 1,000 new employees joined Resolute in 2015, and the company plans to hire over 4,000 new employees in the coming years. Resolute's recent **\$90 million** investment in Northwestern Ontario will create new job opportunities through construction of a new sawmill in Atikokan, the upgrade and restart of the Ignace sawmill and building of a new wood pellet plant at the company's Thunder Bay sawmill, a sign of growing opportunity in wood products.

Enabling Manufacturer Growth

Kenora's growing manufacturing base has been supported by a combination of resources that make a difference, including:

- **Abundant natural resources** including forests, water, minerals, fish & wildlife, and a pristine natural environment;
- **A stable and supportive local government:** The City of Kenora has a solid history of investing in infrastructure as an incentive for manufacturers to establish and grow their operations in Kenora.
- **Provincial and federal financial resources:** Financial resources are available to manufacturers including FedNor's Targeted Manufacturing Initiative for Northern Ontario (TMINO). For larger-scale, transformative projects, Ontario manufacturers can apply for support through the Advanced Manufacturing Fund (AMF). AMF supports projects that aim to increase productivity; advance development or adoption of cutting-edge technologies; establish clusters or supply chains; and foster collaboration between the private sector, research institutions and post-secondary institutions. The Northern Ontario Heritage Fund Corporation (NOHFC) offers programs that support business expansion, new investment and small business start-ups.
- **High quality infrastructure:** Kenora is located along the Trans Canada Highway and is served by the CP Rail mainline and the Kenora Regional Airport. Kenora is strategically located for firms that require access to export markets. Direct access to central markets in the United States is available through nearby cities Minneapolis and Duluth, Minnesota. Winnipeg, Manitoba is also located in close proximity (200km), and offers excellent transportation and distribution infrastructure to serve Western Canada and Asian markets through Centreport, Canada's only inland port offering "single-window" access to Foreign Trade Zone benefits.
- **Kenora's Stevenson Industrial Park**, is co-located with the world's largest Weyerhaeuser TimberStrand™ mill. Residuals from the plant and from other mills in the area provide a stable source of inputs for many value-added forest products such as biofuels, pellets, building products, pallets, mulch and a variety of other products produced from sawdust, planer shavings, off-grade fibre, short strands, bark, and

FedNor Targeted Manufacturing Initiative for Northern Ontario

FedNor is committed to supporting Northern Ontario's economy by encouraging businesses to become more innovative, productive and competitive. Through its Northern Ontario Development Program, FedNor can help existing Northern Ontario manufacturers upgrade and improve capital equipment used in manufacturing processes, including information and communications technology, to improve their competitiveness and productivity.

Eligible applicants are established manufacturers located Northern Ontario with 500 or fewer employees. Activities covered in the program include those that aim at improving and modernizing the manufacturing process, leading to increased productivity and competitiveness.

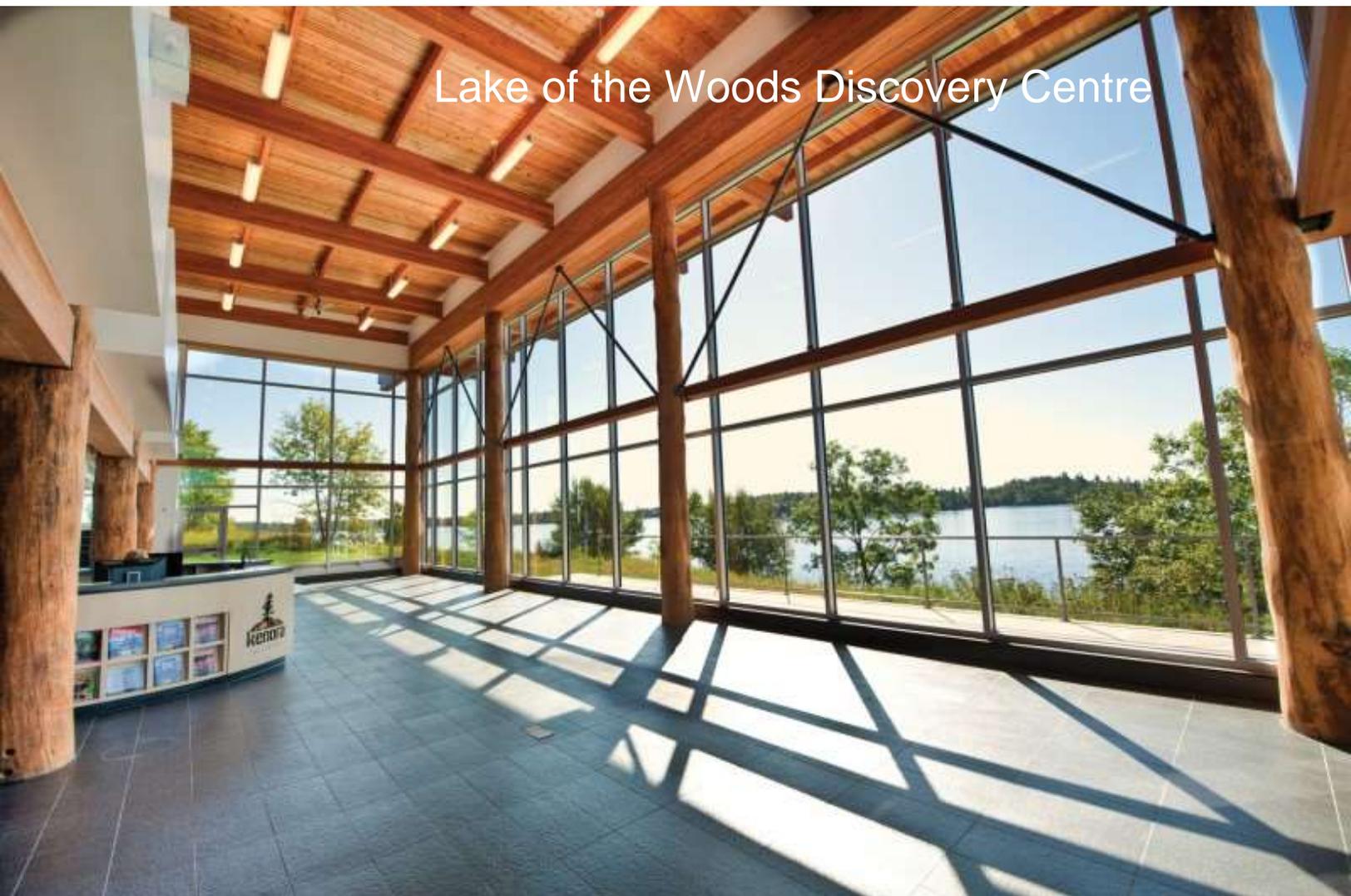
Eligible project costs include plant equipment purchases, including digital hardware and software that are a direct part of the manufacturing process; installation and commissioning of new equipment; training on the use of new equipment; implementation of recommendations from an Operational Assessment; and modernizing the production facility through upgrades to existing production equipment (e.g., automation, robotics, ancillary systems).

FedNor will contribute up to 33% of eligible capital costs and up to 50% of eligible non-capital costs.

wood chips. The industrial park offers industrial property that is ideal for manufacturers.

- **A highly skilled and hard-working labour force** and strong education and training partnerships with Confederation College and Seven Generations Education Institute. Workforce development organizations provide skills training and recruiting support to help the manufacturers to access workers from the region's large Indigenous People labour force.

Kenora's unique high quality of life has made it easy for manufacturers to attract top talent to work in the area. Situated in Northwestern Ontario's pristine Boreal forest and on the shore of Lake of the Woods, Kenora is a popular tourist destination and is recognized as North America's Premier Boating Destination. Residents of Kenora enjoy excellent and affordable quality of life supported by many local services, a low cost of housing, high-quality education, and tremendous access to enjoy the outdoors.

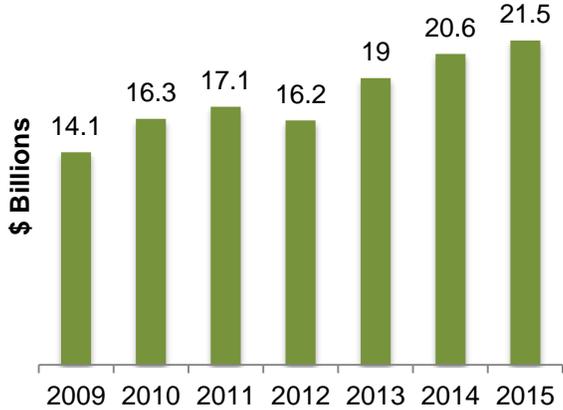


Lake of the Woods Discovery Centre



Forest Products

Figure 1 Canada's Forest Product Exports



Source: NRCan, Statistics Canada

A Leader in Wood Building Materials

Kenora is home to the world's largest TimberStrand™ engineered wood product mill. In 2002, Weyerhaeuser invested **\$258 million** in Kenora to build the TimberStrand™ mill, which employs approximately 175 local workers. The TimberStrand™ products manufactured in Kenora are used in conventional construction but can also provide solutions for design of mid-rise wood construction buildings. Mid-rise wood construction is permitted in British Columbia, Quebec, Ontario, and Calgary and the International Building Code (used in the United States) allows five stories of wood-frame housing construction and six stories for business.

Kenora has been home to forest product producers for over 100 years. In addition to the Kenora Weyerhaeuser TimberStrand™ Mill, which accesses the region's hardwood species, the city is also home to Kenora Forest Products, which produces lumber from the region's softwood species. Kenora Forest Products' large stud mill can employ 100 employees at full capacity and has the capacity to produce 80 million board feet per year of industry-recognized high

Canada's forest products sector has seen steady growth over the past decade as the industry recovers from the 2007-2009 downturn in the US housing market and looks to innovation to drive growth. Changes to building code have opened opportunities to construct mid-rise wood buildings (5-6 storeys tall) that are made from sustainable and recyclable forest fibre. The prefabrication and ease of assembly of building components made with wood, coupled with wood's cost-effectiveness and environmental attributes, makes it well-suited for use in even bigger and taller buildings greater than 10 stories – an opportunity that is likely to drive ongoing growth in wood building products.



quality studs. Kenora and the surrounding region is also home to specialty mills such as E&G Custom Sawing Ltd. and to wood product manufacturers. Even with several existing mills, there are opportunities for new specialty wood product manufacturers to flourish. Specialty mills and manufacturers of furniture, flooring, or other wood products can benefit from the region's wood supply which includes Ash, Balsam Fir, Cedar, Jack Pine, Larch, Maple, Poplar, Red Jack Pine, Black Spruce, White Birch and White Pine.

Value Added Opportunities in Mill Residuals

Kenora offers value-added forestry companies many advantages including access to a stable supply of wood fibre residuals from regional mills and crown timber from the region's Boreal forest. Kenora's mills produce residuals including sawdust, bark, wood chips, and planer shavings that can be used as feedstock for value-added wood fibre manufacturers.

When at full capacity, mills in Kenora produce an excess of several residuals including sander dust, short strands, planer wood shavings, off-grade wood materials and hog fuel - all of which can be inputs for value-added products. The mills also offer opportunities to suppliers that produce inputs used in production and transport of mill products as well as opportunities for companies to reduce operating costs by co-locating in Kenora's Stevenson Industrial Park. Energy products such as renewable diesel, pellets, and co-generation can also be produced from local mill residuals, which have also historically been used as inputs into pulp mills.

Table 1 Opportunities with Mill Residuals

Residual	Description and Uses	Production
Sander Dust	A very clean wood fibre used in wood fibre product remanufacturing	Over 300 tons/ month (Weyerhaeuser)
Short Strands	Dried poplar hardwood strands ranging from ½ in. to 3 in. in length can be used in production of Oriented Strand Board (OSB), medium density fibre board, a fuel product (pelletized), or for an animal bedding product.	Average of 1,500 tons per month (Weyerhaeuser)
Off Grade Wood Materials	Off grade wood materials can be used in the remanufacturing process for windows, doors, or other building products manufacturing. It can also support production of pallets, latticework, fencing and other products.	Variable
Bark, Wood Chips Sawdust	These uncommitted residuals can be used to produce a variety of wood products.	Variable
Planer Wood Shavings	Shavings can be used as inputs for energy products such as low grade pellets or in other products such as animal bedding.	Variable



Wood Product Innovation: From Biomaterials to Building Materials

Research, development, and commercialization is driving the creation of new products. Some of these products are derived from wood fibre cellulosic structures, such as nanocrystalline cellulose (NCC), cellulose filaments (CF) and gels, whose properties can improve products like pulp and paper, packaging, composite materials, wood products, bioplastics, paints, inks, varnishes, textiles and cosmetics. High value chemicals, like antioxidants, can be isolated from forest biomass and can add value to various products, such as inks, paints and varnishes. New high-tech building products such as cross-laminated timber (CLT) are gaining market acceptance as a green and renewable alternative to building with concrete and steel.

In addition to high-tech products, high quality craftsman products such as cabinetry, flooring, and furniture can be produced from the available supply of Black Ash, Tamarack, and Birch in the area. Red Pine is also available in the region and is ideally suited for specialty mills that produce decking or fence posts.

There are opportunities for Kenora to play a role in bringing new forest products to market by leveraging the stable access to fibre and residuals in Kenora, alongside robust regional research and commercialization capacity. Several organizations are supporting the research and commercialization needs of manufacturing industries in the region. The Centre for Research and Innovation in the Bio-Economy (CRIBE) is a Thunder Bay-based independent, not-for-profit research corporation that partners with organizations to turn research results into innovative business realities. FPInnovations is among the largest private scientific research centers in the world. It catalyzes the transformation of the forest sector by bringing together members of the private sector as well as colleges, universities and governments. Located on the Confederation College Campus in Thunder Bay, the Northwestern Ontario Innovation Centre supports high-tech start-ups across all industries. Lakehead University established the Biorefining Research Institute (BRI) to support Biorefining as one of the key research and innovation areas for the growing Bioeconomy. MI-Zone is a collaborative project that supports makers and innovators in Northwestern Ontario by providing access to sophisticated equipment, technology, and resources that will build better products, create new opportunities and train new talent. The Biomass North Development Centre supports the development of a robust bioeconomy by building strategic alliances of all members of the value chain – from municipalities to industry – and performs cutting edge technical research.

Kenora's Trus Joist Plant



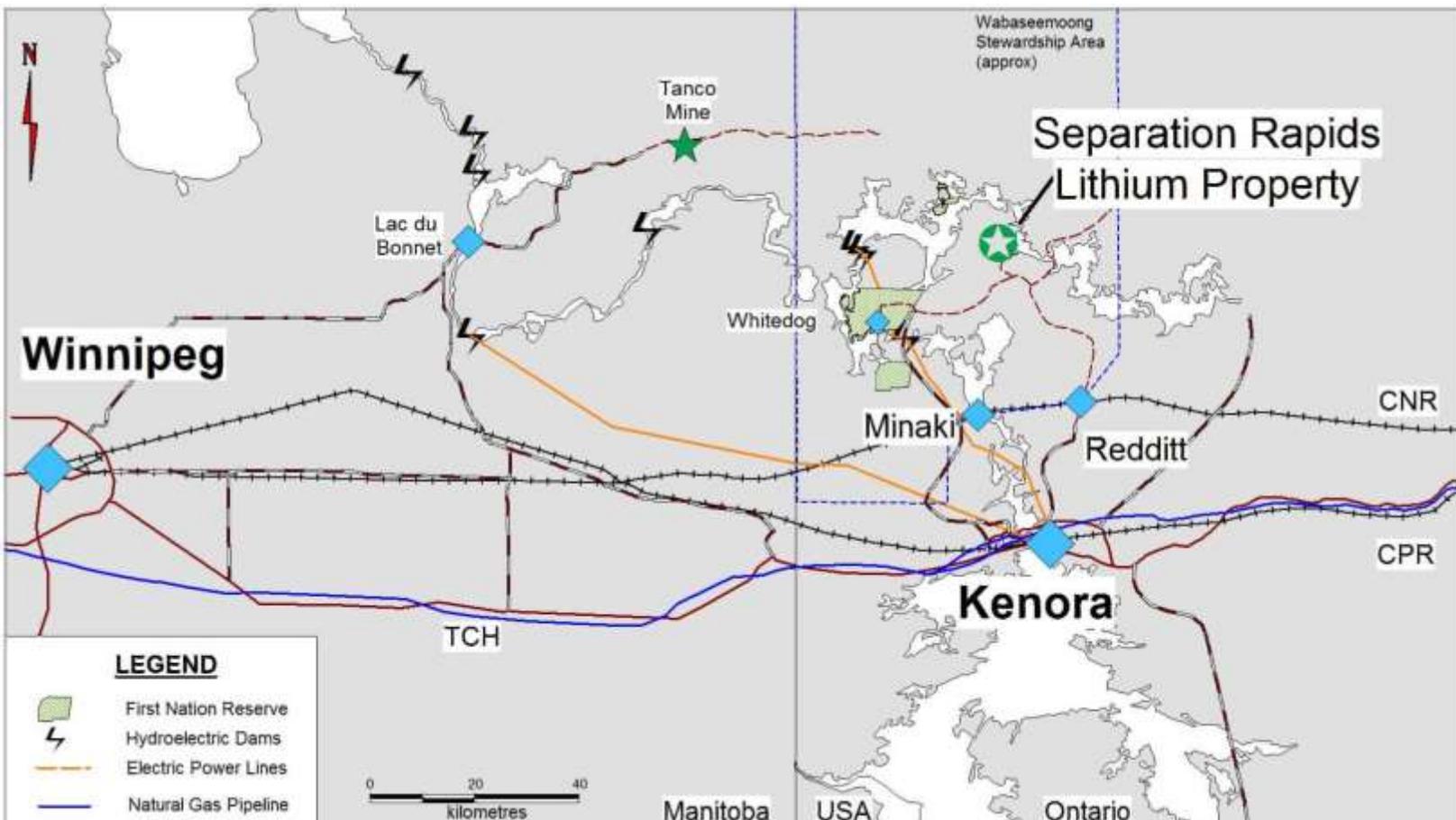
Mineral Products

The region surrounding Kenora is rich with minerals including gold, granite, palladium, cesium, and rare earth minerals. The region has experienced heightened exploration and development activity in recent years, with growth expected in the future as commodity prices increase and new markets for rare earth minerals develop. Kenora is a regional service center for mining activities and is an ideal location for mining companies to establish value-added processing operations that augment primary extraction activities.



Avalon Advanced Materials Plans Over **\$500M** in New Investment in a Lithium Processing Operation by 2020

Avalon Advanced Materials Inc. is an emerging producer of lithium, a product used in batteries, electric cars, solar panels, cell phones, and a variety of other products. The company is planning a pilot processing plant in Kenora that will begin with a \$20-\$30M initial investment in 2017-2018. Full-scale production is expected to begin in 2020 with a larger plant that will bring approximately \$500M in new investment to Kenora. Avalon is a 100% owner of the Separation Rapids Lithium Property, located approximately 65 kilometers north of Kenora. Avalon plans to build the processing plant in Kenora to take advantage of available local resources.





“Kenora is a great place to do this. The community is very welcoming and supportive. We really appreciate it and it’s inspirational for other industrial developers.”
—Don Bubar, President & CEO, Avalon Advanced Materials Inc.

Support from Resource to Market

Avalon’s investment in Kenora is driven by growth in the demand for lithium ion rechargeable batteries used in electric cars, renewable energy projects, and many other applications. The project is located in Kenora in order to access critical infrastructure, including clean hydro-power. Kenora offers a stable and supportive jurisdiction for manufacturers like Avalon. The city has a long history of community support for manufacturers. Transportation and utility infrastructure available in Kenora will support rapid development of the project. Avalon has successfully reached and renewed a Memorandum of Understanding (MOU) with the Wabaseemoong Independent Nations, which has recognized rights in the stewardship area. This MOU is an example of the cooperative relationship that Kenora businesses have enjoyed with Indigenous people and businesses in the region.

In 2017-2018, Avalon plans to identify customers for lithium chemical products to be produced in Kenora and pilot the lithium chemical process. Production scale up is scheduled for 2019-2020 with full scale commercial operations beginning in 2020-2021. Once operational, the plant will be Canada’s largest lithium processing centre.

Other Mineral Processing Opportunities

There are also other opportunities for mineral processing in Kenora. Kenora is located in one of the world’s largest granite resources, the Canadian Shield, and the region is home to two quarries operators: the Nelson Granite Quarries and the Al Miner Quarry. In 2013, Nelson Granite operated year-round production from six established stone quarries in the Kenora District. Nelson produces unique and highly desirable porphyritic granite colours such as Vermilion, Shepody, Canadian Mahogany, Canyon Red, Pine Green and Crystal

Gold. Nelson's 50,000 sq. ft. manufacturing centre is located in nearby Vermilion Bay where the company produces a variety of products such as bases for bronze, memorials and items for the construction and landscaping industry. There are opportunities for development of additional value-added granite processing operations to produce products in close proximity to where the resource is extracted.

Granite Mined in Kenora

(A) Docker Township quarry is located 10 km southwest of the town of Vermilion Bay (Sold as Morning Rose or Vermilion Pink)



(B) Forgotten Lake quarry is located approximately 35 km north of Kenora. (Sold as Pine Green)



(C) Red Deer Lake quarry is located approximately 40 km northeast of Kenora (Sold as Red Deer Brown or Canadian Mahogany)



(D) Redditt quarry is located approximately 20 km north of Kenora (Sold as Winter Birch or Bimini)



(E) Second Mountain quarry is located approximately 35 km north of Kenora (Sold as Crystal Gold)



(F) Shepody quarry is located approximately 45 km north of Kenora (Sold as Shepody)



Consumer Goods



Lake of the Woods Brewing Company



LOWBrewCo opened in 2013 and offers local, fresh, handcrafted beer, made from the finest brewing ingredients. Craft beers are brewed using the traditional kräusening brewing method. Using a variety of two-row malted barley (sourced in the neighboring prairie provinces and said to be amongst the best in the world) these handcrafted artisan beers are brewed in small batches using no artificial flavors, additives or preservatives.

“Kenora is a big playground for Manitobans and we’re located right on Lake of the Woods. The city is focusing on tourism and we are getting more visitors here all year round.”

-Taras Manzie, Founder
Lake of the Woods Brewing Company

Entrepreneurs Wanted: Invest in Kenora and Grow Your Brand

The lifestyle on Lake of the Woods is unlike any other in North America. Consumer goods businesses like Lake of the Woods Brewing Company are building brands that connect with consumers and tell the story of life on the lake. Kenora is North America's Premier Boating Destination, connecting local residents, visitors, and cottagers to the Lake of the Woods and its 14,522 islands and 65,000 miles of shoreline—more than all of the Great Lakes combined. Consumer goods entrepreneurs are building successful businesses by introducing their products to visitors to Lake of the Woods. Once these visitors return home, they seek these products out.

Starting in 2006, the City of Kenora made a strategic decision to prioritize the growth of visitors and tourism spending in the Economic Development Plan, which cast a bold new vision for Kenora as a tourism destination. Since that time, over \$30 million in public sector investment has been made for major infrastructure projects to build the city's tourism infrastructure. Since establishing the tourism strategy, Kenora has enjoyed over \$61 million in private sector tourism investment for visitor-oriented businesses.

In addition, business owners are able to enjoy a tremendous quality of life on Lake of the Woods!

NORTH AMERICA'S
Premier
BOATING DESTINATION

Two Million Regional Visitors To Discover Your Brand

Kenora is located in Northwestern Ontario's Region Tourism Organization 13c (RTO13c) which enjoyed nearly a half billion dollars in visitor spending in 2010 from nearly 2 million visitors. Year-round attractions, sports events, festivals, new venues, and other amenities add to the draw of visitors, many of which are leisure tourists with disposable income. They come to enjoy the lifestyle and the discover products made in the region that transport them back even once they've returned home.



Start-Up Success Stories



Freshwater Cuisine

Jay Barnard started Freshwater Cuisine after a friend showed him how much meat there is on the pectoral fin of a walleye—meat that is traditionally wasted. He saw the potential for turning it into a “wing” that makes a great appetizer and he experienced tremendous success from the first bite. Freshwater Cuisine was founded in July 2015 and had sales of over \$160,000 in the first three months alone. Jay quickly purchased his own fish plant, expanding his lines of fish to 12 restaurants and 13 grocery store chains.



“It has been a tremendous asset for us to be in Kenora! There is plenty of Walleye and Pike that we buy from local fisherman on Lake of the Woods – plus access to all kinds of other fish from the lakes in the area. We’ve had the backing of the mayor. It’s truly a uniquely ideal place to be!”

-- Jay Barnard,
Founder, Freshwater Cuisine



Cioccolato Povero

Born and raised in Kenora, Maurizio Le Donne left to study in Switzerland at the Culinary Arts Academy, and later in Ireland, Austria and Italy where he learned the craft of making high quality chocolates. In 2016, he returned to Kenora to start his chocolate business, Cioccolato Povero, selling initially to local tea and coffee shops in Kenora with a plan to reach markets across Canada and beyond. Le Donne travels to major cities across Canada to sell his high-end confectionary delights. He hopes to see Kenora’s culinary culture grow while he adds world class chocolate into the mix.

“Opening Cioccolato Povero in Kenora helps me keep costs down while I develop the right packaging and expand my business.”

-- Maurizio Le Donne, Founder
Cioccolato Povero



Lake of the Woods Sunrise Soap

Rita Boutette is dedicated to creating all natural, locally-sourced soaps and skin care products which are all-vegetable, all-natural, 100% phosphate free and biodegradable. Made for sensitive skin, Lake of the Woods Sunrise Soaps are free of alcohol, synthetic dyes, preservatives, and artificial fragrances, and are made in small batches to maintain the integrity and high standards. Rita uses locally-sourced Manitoba hemp seed oil alongside organic herbs, some from her own backyard





Lake of the Woods Brewing Company

Taras Manzie started Lake of the Woods Brewing Company in 2010, renovating a century old firehouse and reviving a historic brewing company that once operated in the area. It took three years to renovate the firehouse, and on June 2013, the brewery opened its doors to huge enthusiasm. In a few short years, the company has moved from start-up to approximately 100 employees.

“Being based in Kenora has been so positive for us. For starters, we can use the water from the lake and through reverse osmosis we are able to get a final water quality that gives our beers a unique taste. The quality of life in Kenora is amazing – during the summer I kayak from home to work. The amount of tourists in Kenora has been a big plus for the brewery – and the cache of being in the heart of Lake of the Woods has accelerated our sales.”

-- Taras Manzie, President,



Lake of the Woods Brewing Company



Durable Goods

Kenora is home to a variety of durable goods manufacturers including watercraft manufacturers, metal product fabricators, and producers of docks, lifts, and other equipment.

Boats and Watercraft

Boat manufacturing has been a part of Kenora's history for well over a century. As North America's Premier Boating Destination, Kenora is uniquely suited to connect boat manufacturers to boaters who come to the lake for enjoy every type of boat from paddle boats, to motor boats, to sail boats, and other watercraft.

Hovercraft manufacturer Vanair (pictured above) has been in operation in Kenora since 2001 and the company is the only manufacturer of commercial hovercraft in Canada. Vanair Hovercraft is a global exporter with 30 distributors internationally. Founded by aircraft engineer, Dave Van Dam, Vanair builds hovercraft in three sizes that seat 12, 18 or 25 passengers. The hovercrafts are used

Historic Keewatin Boat Works



for a variety of commercial, industrial, search and rescue, private and military applications which require a vehicle that can travel over land and water.

Steel Fabrication

Several steel fabricators operate in Kenora, meeting the special needs of forestry, mining, construction, and other industries in the region. One of the region's larger fabricators, Riverview Industries, employs 20 full-time and 12 part time workers and has built steel structures as diverse as mine shafts, dryers (at the Kenora TimberStrand™ mill) and custom fire pits. The company combines capacity in heavy structural steel fabrication with high-tech capacity through a CNC custom metal cutter.



Docks and Lifts

Ongoing development of cottages, marinas, and waterfront buildings at Lake of the Woods has supported a stable and growing dock and lift manufacturing sector. Docks and Lifts Unlimited is well known for the fabrication and installation of docks, marine products, lifts, supporting structures and boat houses. Docks and Lifts manufactures a line of powdered aluminum hand railings as well as spiral staircases and waterfront foot bridges to connect from shore to dock. The company employs about 30 trades and skilled workers during peak season. Other dock companies, such as Interlake Lifts and Docks, specialize in marine railway systems, boat lifts, lifting docks, boat houses, and more.





Robust Support Resources for Manufacturers

Natural Resources and a Pristine Environment

Kenora has a long history of balancing industrial development with a pristine environment on Lake of the Woods and its 14,522 islands. Lake of the Woods is over 110 km wide, and contains 105,000 km of shoreline. Many of the region's manufacturers choose to locate in Kenora to keep their operations in close proximity to the resources that include minerals, forest resources, abundant clean water, fish and wildlife – resources that have long supported a local vibrant economy.

Mineral Resources

In the immediate vicinity, two mines are currently active: The Nelson Granite Quarries and the Al Miner Quarry. The Separation Rapids Project is a lithium (petalite) – tantalum project that is being developed by Avalon Advanced Materials just 65 kilometers north of Kenora. Other Active Mines are located to the east of Kenora including two gold mines (Musselwhite Gold Mine and Red Lake Gold Mine) and one palladium mine (Lac des Iles Palladium Mine). Red Lake Gold Mine is in operation at Red Lake, north of Kenora. Other mature exploration projects in the region include the Rainy River Gold Project, located approximately 200 kilometers south of Kenora. The Seymouville Frac Sand Project located 288 km northwest of Kenora, and the Makwa Mine Project (Nickel, Copper and Platinum Group Metals) located 176 kilometers northwest of Kenora. In addition, five other mature exploration projects are located in the region including two near Red Lake, and one near Dryden.



Active Mines

1. Nelson Granite – Four Quarries
2. Musselwhite Gold Mine
3. Red Lake Gold Mines
4. Lac des Iles Palladium Mine
5. Nelson Granite – Six Quarries
7. Hinge-007 Gold Mine
8. Rice Lake Gold Mine
9. Tanco Mine – Cesium

Mature Exploration Projects

10. Bending Lake Iron Project
11. Bruce Channel Deposit and Cochenour Gold Projects
12. Hammond Reef Gold Mine
13. Rainy River Gold Project
14. Phoenix Gold Project
15. Goliath Gold Project
16. Separation Rapids Project: Lithium (Petalite) – Tantalum
17. Makwa Mine – Nickel, Copper, Platinum Group Metals (PGM)
18. Seymouville Frac Sand project

Developed Exploration Projects

19. Madsen Gold Project
20. Cameron Lake Gold Project
21. Springpole Lake Gold Project
22. Griffith Iron Ore Project
23. Pickle Crow Gold Project
24. Eagle Island Iron Ore Project

Other Exploration Projects (in Kenora District and Red Lake District)

25. CanEx Metals Inc. – Gold Exploration
26. New Gold Inc. – Gold Exploration
27. Benton Resources Corporation – Gold Exploration
28. Frontier Lithium Inc. – Lithium Exploration
30. Kings Bay Gold Corporation – Gold Exploration
31. Pure Gold Mining Inc. – Gold Exploration
32. Manitou Gold Inc. – Gold Exploration
33. Mineral Mountain Resources Ltd. – Gold Exploration
34. Q-Gold Resources Ltd. – Gold Exploration
35. Opawica Explorations Inc. – Copper and Gold Exploration
36. Champion Bear Resources Ltd. – Copper-Nickel-PGE Exploration
37. International Lithium Corp. – Rare Earth Metal Exploration
38. Halo Exploration Ltd. – Gold Exploration
39. Hy Lake Gold Inc. – Gold Exploration
40. Yamana Gold Inc. – Gold Exploration
41. Redstar Gold Corp. – Confederation

Forest Resources

For forest product producers, regional forests offer a diverse supply of wood fibre. Mills and other value-added producers in Kenora and the surrounding area obtain wood supply from forests across Northwest Ontario. Tree species harvested from the region's Boreal forest include Ash, Balsam Fir, Cedar, Jack Pine, Larch, Maple, Poplar, Red Jack Pine, Black Spruce, White Birch and White Pine. The two forest management units in closest proximity to Kenora are Kenora Forest 644 and the Whiskey Jack Forest 490. Existing supply commitments account for most of the fibre supply in the Kenora Forest 644 but a small supply of 13,000 cubic metres of Black and White Spruce, Jack Pine and Balsam Fir remains available. The Whiskey Jack Forest 490 has seen limited harvesting in recent years due to several challenges currently being resolved; however this nearby forest can potentially offer significant fibre supply in the future. Other regional forests include the Crossroute Forest 405, Dryden Forest 535 and Wabigoon Forest 130.

Figure 2 Kenora Area Forests and Infrastructure

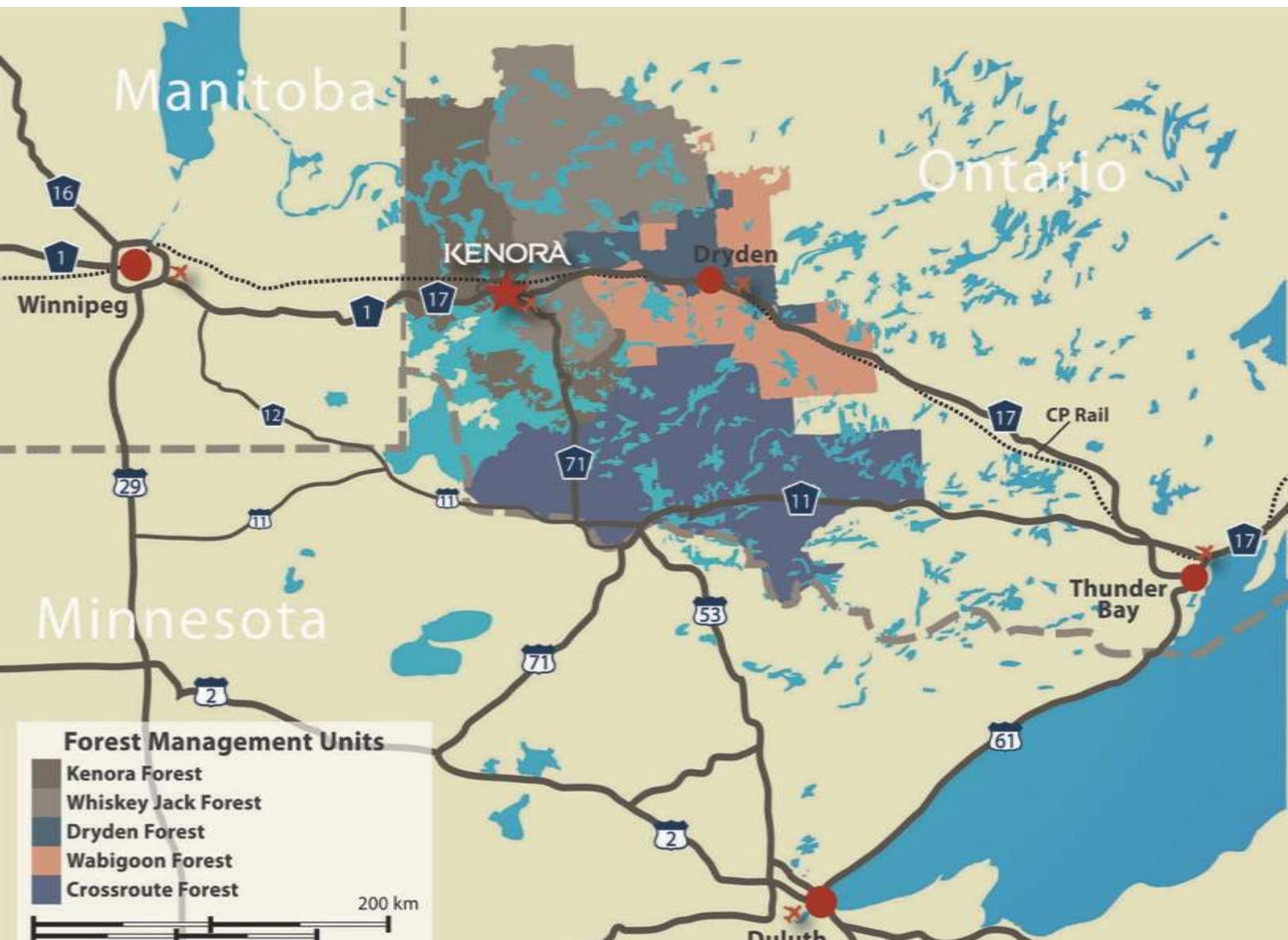
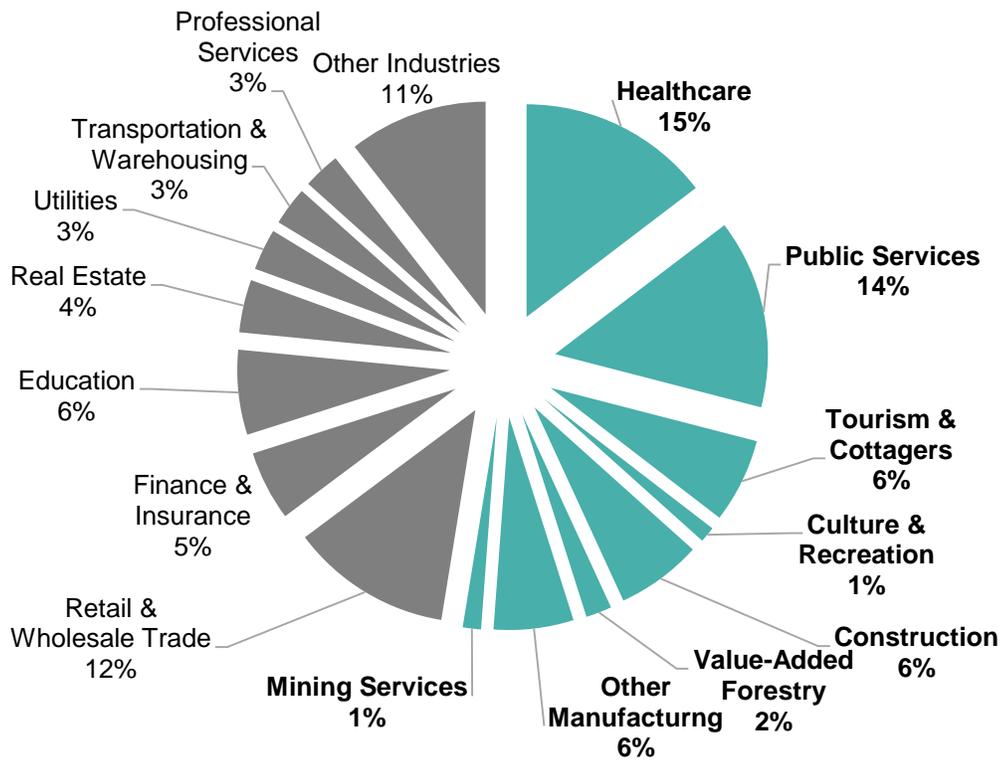


Figure 3 Kenora GDP by Sector, 2011



Sources: 2011 Census, the Labour Force Survey, the 2011 National Household Survey, 2012 National and Provincial Multipliers. Analysis by Field Guide Consulting

A Diversified Regional Economy

Kenora has a stable and diversified economy that is supported by several key sectors including healthcare, public services, tourism, culture and recreation, construction, mining, value added forestry and manufacturing. The diverse economic base supports stable and growing infrastructure.

Foreign Trade Zone at CentrePort in Winnipeg

Kenora businesses can benefit from advantages at CentrePort Canada, an inland port in Winnipeg, offering high-quality, affordable industrial land with efficient access to tri-modal transportation including Winnipeg's James Armstrong Richardson International Airport, one of the country's top cargo airports with 24/7 operations. CentrePort Canada is the only inland port in Canada offering business "single-window" access to Foreign Trade Zone (FTZ) benefits that help companies manage imported inventories through duty deferral, exemption from federal and provincial sales taxes and sales tax-free and duty-free storage and distribution facilities.

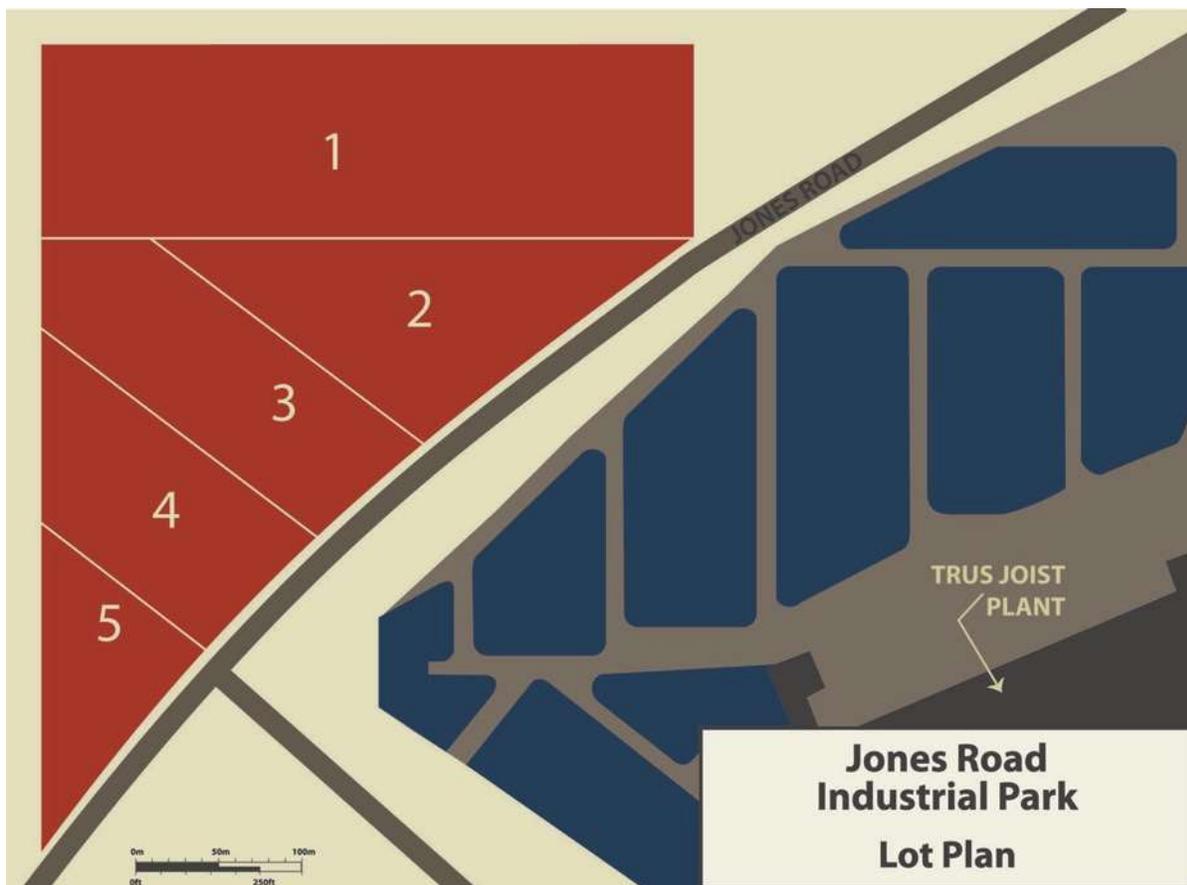
Industrial Infrastructure

The City of Kenora has three large industrial sites available for development as well as other available land. Serviced industrial parks with land for sale or lease include:

- **Stevenson Industrial Park.** Developed in conjunction with the Weyerhaeuser Kenora TimberStrand™ mill servicing corridor, the 245-acre park offers municipal sewer and water services, natural gas service, communications infrastructure, and excellent road access for companies wanting to co-locate with the Weyerhaeuser TimberStrand™ mill. The park is located 1 kilometer from the Trans-Canada highway and offers spur access to the Canadian Pacific Railway mainline.
- **Kenora Airport Industrial Park.** The Kenora airport site will undertake a major upgrade in 2017, with the construction of a \$6.2 million terminal and offers direct access to the IFR rated Kenora Municipal Airport, and features full services. The 60-acre park offers fast access to either air or ground transportation and is located 1 kilometer from the Canadian Pacific Railway mainline. Sites are available for lease only.

In addition, an 80-acre former mill site is available. The site currently has four buildings with approximately 200,000 sq. ft. of space.

Figure 4 Stevenson Industrial Park Sites



Transportation infrastructure

Kenora is located along the Trans Canada Highway, Canada's main east-west highway corridor. Highway 71 offers south-bound access to the US border. Forest roads are well-maintained and additional access is added annually through each management unit's Forest Renewal Trust Fund expenditures.

The region offers access to both CP and CN Rail lines. The CP main line runs through Kenora and CN national main line has a switching yard 30 km from Kenora.

The Kenora Airport offers 24hr/7 day service. A single well-maintained runway is 5,800 foot in length, capable of landing a 737 size aircraft.

Three Canada-US border crossings are located within 500 km of Kenora: Fort Frances, ON-International Falls, MN; Rainy River, ON-Baudette MN; and Thunder Bay, ON-Grand Portage, MN.

Table 2 Regional Border Crossings

Border Crossing	Distance from Kenora
Fort Frances, ON / International Falls, MN	215 Km
Rainy River, ON / Baudette, MN	230 Km
Thunder Bay, ON / Grand Portage, MN	480 Km

Table 3 Travel Distances to Selected Cities

City	Kilometers	Miles
Dryden, Ontario	120	75
Winnipeg, Manitoba	209	130
Brandon, Manitoba	432	268
Duluth, Minnesota	476	296
Thunder Bay, Ontario	489	304
Minneapolis, Minnesota	689	428
Regina, Saskatchewan	791	492
Saskatoon, Saskatchewan	1,000	621
Edmonton, Alberta	1,524	947
Calgary, Alberta	1,546	961
Toronto, Ontario	1,853	1,151
Vancouver, British Columbia	2,511	1,560

Source: Google Maps

Labour Force

The City of Kenora has a population of over 15,000 and is located within the Treaty #3 Area, home to 28 Indigenous communities that have a combined population of approximately 25,000.

Kenora's highly-skilled workforce is comprised of a working age population of over 8,500 workers (age 25-64 years). Approximately 13% of workers have a trades certificate or diploma (over 1,100 workers), 22% have attained college education and 34% have completed some university education, a Bachelor's degree or higher degree.

The forestry and manufacturing sectors employ 670 workers in Kenora, accounting for about 8% of the city's employed labour force. Kenora also has an experienced and skilled labour force in the logging and mining industries. Contractors operating in the region are familiar with the land base and maintain a certified workforce that has been trained to the latest guidelines for sustainable forestry and environmental health and safety.

“Kenora and the communities of Indigenous People in the area offer a great workforce. We've targeted our workforce to represent the diversity of the community. About 20 per cent of our workers are Indigenous and about 20 per cent are women.”

- Bill Candline, Plant Manager Weyerhaeuser TimberStrand™ Plant



Table 4 Kenora Labour Force by Occupation, 2012

Occupation	Workers	Share of Labour Force
A Management occupations	489	5.7%
B Business, finance and administration occupations	1,078	12.6%
C Natural and applied sciences and related occupations	265	3.1%
D Health occupations	627	7.3%
E Occupations in social science, education, government service and religion	931	10.9%
F Occupations in art, culture, recreation and sport	37	0.4%
G Sales and service occupations	2,801	32.8%
H Trades, transport and equipment operators and related occupations	1,863	21.8%
H0 Contractors and supervisors in trades and transportation	40	0.5%
H1 Construction trades	228	2.7%
H2 Stationary engineers, power station operators and related occupations	175	2.0%
H3 Machinists, metal forming, shaping and erecting occupations	42	0.5%
H4 Mechanics	364	4.3%
H5 Other trades, n.e.c.	41	0.5%
H6 Heavy equipment and crane operators, including drillers	158	1.8%
H7 Transportation equipment operators and related workers, excluding labourers	500	5.8%
H8 Trades helpers, construction and transportation labourers and related occupations	316	3.7%
I Occupations unique to primary industry	172	2.0%
I1 Occupations unique to forestry operations, mining, oil and gas extraction and fishing	49	0.6%
I2 Primary production labourers	105	1.2%
J Occupations unique to processing, manufacturing and utilities	289	3.4%
J0 Supervisors in manufacturing	24	0.3%
J1 Machine operators in manufacturing	123	1.4%
J2 Assemblers in manufacturing	52	0.6%
J3 Labourers in processing, manufacturing and utilities	90	1.1%
All occupations	8,552	100%

Source: Manfield Data Mining



Skills Development and Education

Kenora manufacturing companies benefit from partnerships with two post-secondary education institutions in Kenora, Confederation College and Seven Generations Training Institute, as well as other partners for workforce training and development.

Confederation College

Confederation College is a community college based in Thunder Bay, Ontario. The college serves approximately 3,400 full time students across a 550,000 square km area in Northwestern Ontario. Regional campuses are located in the communities of Dryden, Fort Frances, Kenora, Geraldton, Marathon, Red Lake, Sioux Lookout and Wawa. The campus in Kenora offers a variety of postsecondary options designed to meet the education and training needs of workers in the Kenora area. Programs offered by the college range from full-time postsecondary diploma and certificate programs to continuing education or general interest courses as well as contract specialized training for workers with various skill requirements.

Students may complete a college stream or university stream pre-health sciences certificate, a Bachelor of Science in Nursing, or two-year diploma programs in fields such as Business – Accounting or Human Resources, Early Childhood Education or Forest Ecosystem Management. Confederation College is intimately connected to the Kenora community and maintains a commitment to meeting the educational needs of business owners in the city.

For more information about Confederation College's Lake of the Woods Campus in Kenora, visit: www.confederationnc.on.ca/kenora.

Seven Generations Education Institute

Seven Generations Education Institute was established in 1985 as a consortium between the 10 bands of the Rainy Lake Tribal Area, with the goal of improving the economic status of band members and maintaining traditional cultural and linguistic values. The institution is based in Fort Frances, Ontario and operates satellite campuses in Thunder Bay and Kenora.



Seven Generations offers unique programs to people that need skills in specific trades or types of work. Program offerings are tailored to the needs of the marketplace, and Seven

Generations is skilled at developing new programs in partnership with community colleges or universities, employers, government and other stakeholders. Programs are available to people from all walks of life, and are designed to instill a sensibility toward the cultural heritage and societal issues faced by Indigenous People.

The Kenora campus offers a Bachelor's and Master's program in Social Work as well as programs in early childhood education, office administration, bookkeeping, and a management development certificate that introduces adult learners to management issues in a variety of industry applications. Other options available to students include an Essential Skills Training for the Workplace program, which allows them to re-engage with the educational system and prepare for additional job-related training programs; the College Readiness Program offers courses designed to prepare students for college level career or technical training; finally, the Secondary Education program offers flexible access to secondary education in order for students to complete a high school diploma.

For more information, visit: www.7generations.org

Miisun Integrated Resource Management Company

Miisun Integrated Resource Management Company is a 100% Indigenous owned integrated resource management company based in Kenora and is the management company responsible for the sustainable forestry management of the Kenora Forest 644. Miisun provides SFI training to harvesting contractors to assure compliance for SFI-certified wood products. They also provide WSIB Work Safe training for all forestry operators.

Shooniyaa Wa-biitong

Shooniyaa Wa-biitong is a large workforce development program headquartered in Kenora that works with a membership of 16,000 Indigenous People in the region to provide training, education, and skills upgrading to prepare workers for jobs. Shooniyaa Wa-biitong works directly with employers in Kenora to find qualified Indigenous workers by collecting and screening resumes, hosting recruiting events, providing skills upgrading, and supporting direct recruitment through Anokiiwin ("to work") Job Connect available at: www.shooniyajobconnect.com



Wages

Prevailing wages in Kenora are similar to the average for Ontario or Manitoba for occupations that are most relevant to the manufacturing sector. The median income for adults age 15 and older in Kenora was \$36,831 in 2015.

Table 5 Prevailing Wage in Kenora, 2016, Selected Manufacturing Occupations

Occupation (NOC)	Wages		
	Low	Median	High
Management occupations			
Managers in natural resources production and fishing (NOC 0811-0)	\$18.20	\$46.47	\$165.68
Utilities managers (NOC 0912-0)	\$26.44	\$48.08	\$72.12
Business, finance and administration occupations			
Administrative officers (NOC 1221-B)	\$14.23	\$23.00	\$35.90
Purchasing agents and officers (NOC 1225-B)	\$16.00	\$26.92	\$41.54
Natural and applied sciences and related occupations			
Forestry professionals (NOC 2122-A)	\$23.89	\$34.31	\$43.44
Mechanical engineers (NOC 2132-A)	\$25.99	\$44.41	\$50.89
Electrical and electronics engineers (NOC 2133-A)	\$24.62	\$40.38	\$62.50
Information systems analysts and consultants (NOC 2171-A)	\$23.08	\$38.46	\$54.95
Forestry technologists and technicians (NOC 2223-B)	\$20.53	\$22.91	\$26.25
Electrical and electronics engineering technologists and technicians (NOC 2241-B)	\$13.22	\$36.69	\$66.77
Electronic service technicians (household and business equipment) (NOC 2242-B)	\$12.80	\$21.05	\$38.46
Trades, transport and equipment operators and related occupations			
Contractors and supervisors, machining, metal forming, shaping and erecting trades and related occupations (NOC 7201-B)	\$20.00	\$31.25	\$41.75
Machinists and machining and tooling inspectors (NOC 7231-B)	\$16.00	\$24.00	\$31.73
Sheet metal workers (NOC 7233-B)	\$20.00	\$38.50	\$41.15
Boilermakers (NOC 7234-B)	\$30.97	\$39.00	\$44.70
Ironworkers (NOC 7236-B)	\$29.65	\$37.41	\$41.00
Welders and related machine operators (NOC 7237-B)	\$20.00	\$30.00	\$42.50
Electricians (except industrial and power system) (NOC 7241-B)	\$17.03	\$33.28	\$43.78
Industrial electricians (NOC 7242-B)	\$22.09	\$32.00	\$40.00
Occupations in manufacturing and utilities			
Power engineers and power systems operators (NOC 9241-B)	\$20.00	\$33.93	\$51.50
Mechanical assemblers and inspectors (NOC 9526-C)	\$13.00	\$18.73	\$31.10
Labourers in mineral and metal processing (NOC 9611-D)	\$12.50	\$18.00	\$25.82
Labourers in metal fabrication (NOC 9612-D)	\$15.14	\$21.50	\$30.00
Labourers in wood, pulp and paper processing (NOC 9614-D)	\$15.00	\$18.26	\$24.96
Labourers in food, beverage and associated products processing (NOC 9617-D)	\$11.40	\$13.45	\$29.04
Other labourers in processing, manufacturing and utilities (NOC 9619-D)	\$12.00	\$18.00	\$25.00

Source: JobBank Canada, 2016

Provincial and Local Government Support

Since 2005, Ontario has provided over \$1 billion to the forestry sector through various initiatives. This includes up to \$75 million annually for building and maintaining forest access roads, the Northern Ontario Heritage Fund Corporation (NOHFC), which provides financial assistance to support business development, entrepreneurs, infrastructure investment, and job creation in Northern Ontario communities and the Ontario Wood Products Manufacturing Initiative and similar initiatives to help manufacturers achieve global competitiveness.

Some of the resources available to manufacturers include:

The Advanced Manufacturing Fund (AMF) is a \$200-million fund delivered province-wide by the Federal Economic Development Agency for Southern Ontario (FedDev Ontario). AMF promotes continued growth of Ontario's advanced manufacturing sector by supporting efforts to develop cutting-edge technologies and large-scale activities to improve processes and increase productivity, establish clusters or global supply chains and collaborate with private sector, and research and post-secondary institutions.

Growing Forward 2 - Funding for food processing companies

The provincial and federal governments provide more than \$3 billion in funding and support to Canada's agriculture and agri-food sector through a variety of grant and loan programs offered through Growing Forward 2 (GF2). In addition to free workshops and resources, GF2 funds activities that encourage innovation, competitiveness and market development.

The Northern Ontario Heritage Fund Corporation (NOHFC)

The Northern Ontario Heritage Fund Corporation (NOHFC) has invested over \$1 billion in 7,300 projects across Northern Ontario. NOHFC offers multiple funding programs designed to help municipalities, entrepreneurs and businesses build, expand and grow. Key Programs include:

- **Northern Innovation Program - Opportunity Assessment Projects:** The Northern Innovation Program supports the vision of the Growth Plan for Northern Ontario by supporting the development and commercialization of new technologies that will contribute to future prosperity in Northern Ontario, and by fostering collaboration and partnerships among the private sector, academic institutions and research institutes.
- **Northern Innovation Program - Northern Innovation Program - Pilot Demonstration & Commercialization Projects:** The Northern Innovation Program supports the vision of the Growth Plan for Northern Ontario by supporting the development and commercialization of new technologies that will contribute to future prosperity in Northern Ontario, and by fostering collaboration and partnerships among the private sector, academic institutions and research institutes.
- **Northern Business Opportunity Program - New Investment Projects:** The Northern Business Opportunity Program supports the vision of the Growth Plan for

“The level of municipal support was definitely something that attracted us to Kenora and it has encouraged us to stay in business here.”

- Bill Candline, Plant Manager Weyerhaeuser TimberStrand™ Mill

Northern Ontario by encouraging business productivity and expansion, and global investment in Northern communities.

- **Northern Business Opportunity Program - Small Business Start-up Projects:** The Northern Business Opportunity Program supports the vision of the Growth Plan for Northern Ontario by encouraging business productivity and expansion, and global investment in Northern communities.

FedNor Northern Ontario Development Program

Since April 2006, the FedNor Northern Ontario Development Program has approved more than **\$329 million** in support of over 1,600 projects that support community economic development, business growth and competitiveness, and innovation in Northern Ontario. FedNor provides financial support to viable projects led by businesses, municipalities, Indigenous People, and other organizations and institutions. Funding is available for projects that improve productivity, reach new markets, facilitate access to capital, foster investment, encourage entrepreneurship and cultivate industry collaboration.

Northern Ontario Targeted Manufacturing Initiative

With modern equipment, manufacturers can become more competitive with enhanced capabilities and increased production output. To help small and mid-sized businesses in Northern Ontario become more competitive with domestic and international competitors, FedNor offers businesses 33%-50% of eligible project costs as a repayable funding contribution. Businesses can use this extra cash flow to purchase new equipment, upgrade existing equipment, and train employees.

Tremendous Quality of Life

Kenora is North America's Premier Boating Destination. We are the connection to Lake of the Woods and its 14,522 islands. Through our events and amenities we celebrate our history and build our future. We are stewards of the lake, nurture its pristine environment, and live the lake life.

Kenora's cultural centre is the downtown Harbourfront, a park on the shore of Lake of the Woods which hosts the city's annual winter and summer festivals, as well as concert series and other special events. Kenora residents enjoy outdoor sports, beaches, parks, trails and other means of staying active year-round.

Kenora offers a wide variety of dining options at over 40 area restaurants - whether you are looking to spend a romantic evening with your significant other, a casual night out with friends or just a quick bite on your way out to the lake, Kenora has the perfect restaurant for you.

“Attracting people to Kenora has been very easy for us. Not many forestry operations are located in an attractive place to live – usually they're very small, remote communities with few services. But Kenora has a lot to offer, a reasonable cost of living, and it's close to Winnipeg. It's always been easy to attract people here and we still see that today.”

- Bill Candline, Plant Manager Weyerhaeuser TimberStrand™ Mill

A variety of housing options are available ranging from high-end homes on the lake to affordable housing inside the City of Kenora. A multitude of camps, cottage rentals, lodges and motel accommodations are also available, supporting the region's thriving tourism sector.

Lake of the Woods District Hospital in Kenora is Northwest Ontario's largest hospital outside of Thunder Bay and meets the immediate healthcare needs of residents of the City of Kenora, as well as a large surrounding area, including several communities of Indigenous People. As the leading medical facility in the Lake of the Woods area, this district hospital treats about 30,000 people per year.

There are two school boards in Kenora: Keewatin Patricia District School Board with an enrollment of 5,200 and Kenora Catholic District School Board with an enrollment of 1,480 in 2016.

And for any services not available in Kenora, Winnipeg, Manitoba is only a short two-hour drive and offers major venues, theatres, shopping, universities, and other services.

