



CITY OF KENORA

Keewatin Community Improvement Plan

FINAL

Council Adoption
March 14, 2017



**COUNCIL ADOPTION
MARCH 14, 2017**

**CITY OF KENORA
KEEWATIN
COMMUNITY IMPROVEMENT PLAN**

PREPARED FOR:

CITY OF KENORA

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|------------------|--|
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| Wayne Gauld | Kenora Planning Advisory Committee |
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| Jordan Townshend | Nature's Inn |
| Maude Barnard | Resident |
| Doreen Belair | Resident |
| Joyce Murray | Business Owner / Friends of Old Keewatin Ball Park |



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1.0 INTRODUCTION

The City of Kenora adopted a Community Improvement Plan (CIP) for the neighbourhood of Keewatin in December, 2015. MMM Group, a WSP company was retained by the City in December, 2016 to update the CIP. The purpose of this update is to expand the area covered by the Landscaping and Property Management Grant, and include updated policy and regulatory changes since the CIP was originally adopted in 2015.

1.1 Overview

The neighbourhood, which comprises the core portion of the former municipality of Keewatin, is situated at the western edge of the amalgamated City of Kenora. Its status as the first urban settlement in Ontario when traveling along the TransCanada Highway from the west marks Keewatin as the “gateway to Kenora.” Given its strategic location along Highway 17 West and the Lake of the Woods, Keewatin is uniquely placed to offer a range of services and amenities to residents and visitors to the community. **Figure 1** is a photo of the Keewatin Bridge.



Figure 1: Keewatin Bridge (source: City of Kenora)

Keewatin’s natural beauty, resources, and strategic location have always been recognized by local residents. An ancient Ojibwe campsite was located in the area, marking the beginning of over 9,000 years of continuous human settlement. By 1775, the Ojibwe people were present across all of present-day Northwestern Ontario. In 1877, the Village of Keewatin was incorporated as a Manitoba town, later becoming part of Ontario. By 1941, Keewatin had a population of 1,481, rising to 2,197 in 1961. The community was amalgamated in 2000 with the Towns of Kenora and Jaffray Melick to form the City of Kenora, which has a total a population of 15,348, according to the 2011 Census.

Today, Keewatin is a close-knit neighbourhood with a “village feel,” and features a range of unique services, institutions, and recreation opportunities. **Figure 2** illustrates key community features in Keewatin, such as the post office, schools, parks, shopping, and waterfronts. The area also includes an existing nine-kilometre cycling route, as well as the Mink Bay Trail. By virtue of its location, Keewatin also plays an important role in the City’s tourism strategy. In this context, the City of Kenora is embracing an opportunity to enhance Keewatin’s assets and build upon its strengths through the preparation of a CIP.

Additionally, the City of Kenora recently designated the Mink Bay Wetland under Part IV of the *Ontario Heritage Act*. The area has been used as a portage between the Winnipeg River and Lake of the Woods for over 6,000 years, and the recent designation recognizes its historical significance.

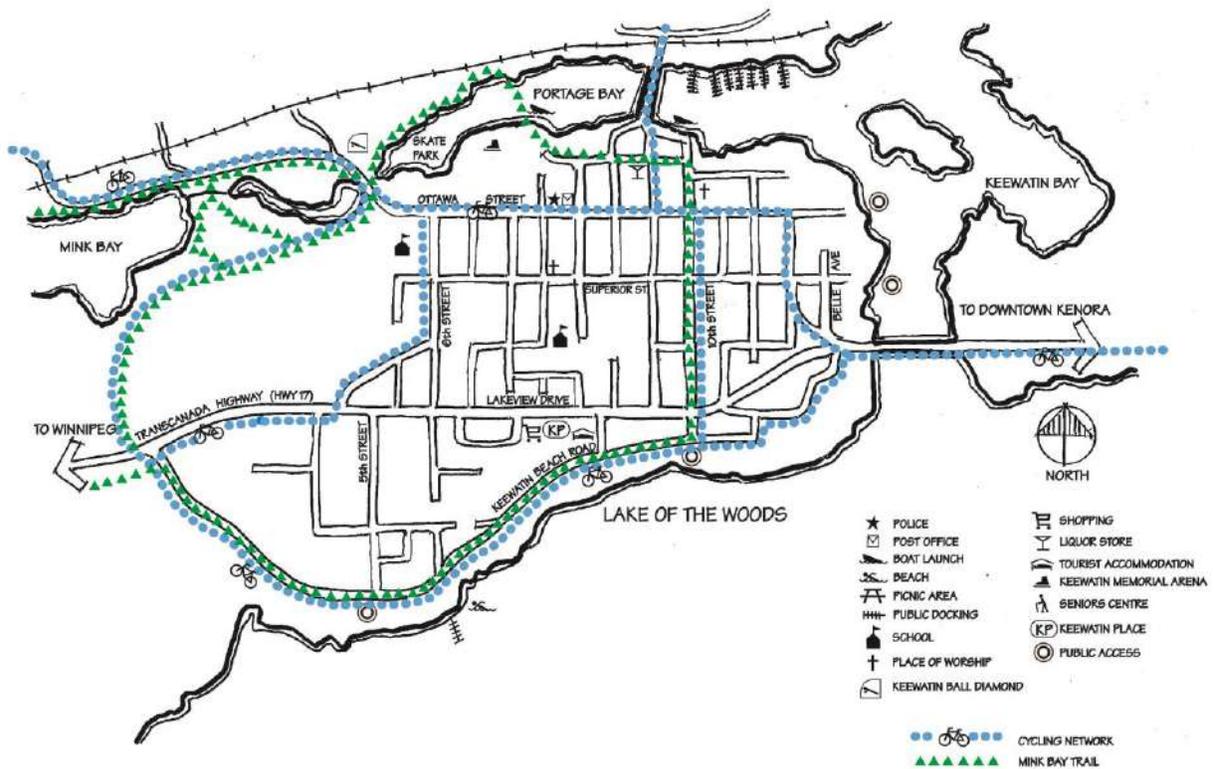


Figure 2: Community features in Keewatin

1.2 What is a Community Improvement Plan (CIP)?

A CIP is a planning tool permitted under Section 28 of the Ontario Planning Act. CIPs also include financial incentives, which are legislated under Section 365.1 of the Municipal Act.

CIPs provide the planning and economic development framework for municipalities to respond to local needs, priorities and circumstances for CIP areas.

CIP areas must be established in municipal Official Plans and delineated on Official Plan Schedules and/or through policy in order for municipalities to initiate community improvement planning activities. CIP project areas can cover large areas of a municipality, such as a neighbourhood, or can apply to specific areas.

CIPs can provide several benefits for a community:

- Stimulate private sector investment in targeted areas through grants and loans from the City;
- Promote revitalization and place-making to attract tourism, business investment and economic development opportunities;
- Develop affordable housing;
- Promote brownfield cleanup and redevelopment;
- Enhance streetscapes and building façades; and
- Effectively use community infrastructure.

In addition to implementing municipal programs and financial incentives, CIPs often contain strategies for marketing the programs to the public and monitoring progress.

1.3 What is the Keewatin CIP?

Section 8.2.1 of the City of Kenora Official Plan (2015) allows any land use designation to be designated as a Community Improvement Project Area. Specifically, the preamble to Section 8.2 states that the City intends to pass a Community Improvement By-law for Keewatin.

The Keewatin CIP was prepared in consultation with members of the community and the Keewatin Working Group (KWG) from 2014 to 2015. Consultation activities included a full day workshop and an online survey. Members of KWG were invited to brainstorm ideas for the CIP. Breakout groups placed coloured stickers on aerial maps to indicate areas that could be improved, and discussed revisions to the CIP area boundary. A facilitated session also gathered input on a vision for the community, as well as specific goals to realize the vision.

Following the workshop, members of the KWG and the broader Keewatin / Kenora community were invited to complete an online survey. A total of 86 community members completed the survey, with 59 respondents completing the survey online and 28 provided input in hard copy. The results are summarized in **Figures 3 to 5**, and complete survey responses are summarized in Appendix A.

Generally, respondents expressed a strong sense of community in Keewatin, a friendly and quaint atmosphere, and a place that is home. Survey respondents also commented on a sense

of decline, with a deterioration of the local economy and local activity. Respondents envisioned a thriving, safe, and prosperous destination for the future, while still maintaining its friendly and quaint character. Members of the KWG also identified a healthy lifestyle as a priority for the community, as well as Keewatin’s role as a Gateway from the west. **Figures 4 and 5** summarize the most common responses from the survey.

In preparing the 2017 update to the CIP, the City distributed a survey to members of the Kenora & District Chamber of Commerce (KDCC), Kenora Construction Association (KCA), Harbourtown BIZ, and other property owners and business operators in Harbourtown Centre. Individuals were also invited to complete the survey on the City of Kenora’s website. Thirty two (32) survey responses were received. Respondents indicated several reasons for establishing their business in Kenora including the community feeling, business opportunities (often related to tourism), family connections, and the location. The majority of respondents identified the need for additional housing in Kenora and believed that implementing residential grants would facilitate the creation of housing. Respondents identified housing for seniors and retirement communities as key opportunities for future residential investment. An important finding was that half of the property owners and business operators surveyed were not aware of any of the existing CIPs in Kenora indicating an opportunity for marketing and education. A full survey analysis can be found in Appendix B.

What do you think should be the top priority for Keewatin's Community Improvement Plan?

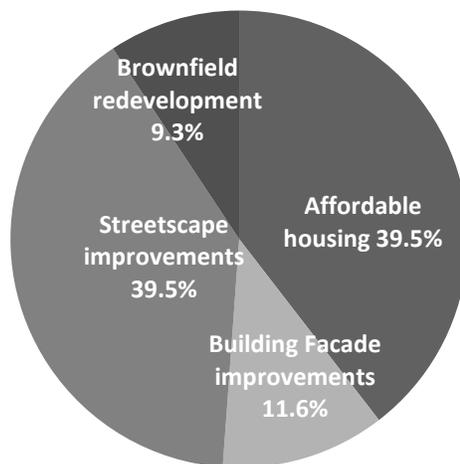


Figure 3: Top areas of priority for respondents of Keewatin CIP Survey



Figure 6: Keewatin Community Improvement Project Area

This CIP focuses on affordable housing, streetscape and façade improvements, and brownfields. The CIP project area is located at the southwest end of the amalgamated City of Kenora, along the Lake of the Woods. It captures the central area of the Keewatin neighbourhood, aligning approximately with the downtown of the former municipality of Keewatin.

The programs apply to properties within the Keewatin Community Improvement Project Area, the boundaries of which are illustrated in **Figure 6**. The precise boundaries of the Project Area will follow property lines.

1.4 Affordable Housing

Ensuring an appropriate housing stock fulfills a fundamental human need and represents a critical ingredient for community success. Providing access to adequate, suitable, and affordable housing is a solid foundation on which to build socially, culturally, and economically strong communities. Many Kenora residents find it difficult to secure housing that is adequate and affordable, particularly seniors and young people entering the housing market. Encouraging the development of housing that is appropriate and affordable for Keewatin residents is a centrepiece of this CIP.



The Keewatin CIP builds on the definition of affordable housing accepted by Kenora City Council in July 2014. Specifically, housing is deemed to be “affordable” when shelter costs account for less than 30% of before-tax income. For the purpose of the CIP, affordable housing programs shall apply to housing developments that are affordable to those earning the median income or less per year, as defined by Statistics Canada. In moving towards our ideal for housing affordability, for the purposes of the Keewatin Community Improvement Plan, the definition for affordable housing will be **housing that costs 80% of average market price or below.**

Providing affordable housing in a community generates several benefits, including:

- Provision of a foundation for securing employment;
- A boost in economic competitiveness;
- Provision of appropriate shelter conducive to raising families;
- Improvements in individual and public health outcomes; and
- Increased social inclusion.

For the purposes of the Keewatin CIP, affordable housing does not include social housing. Whereas social housing is funded directly by public agencies or non-profit organizations, the affordable housing encouraged in this CIP consists of market-based residential units that are designed to be affordable to community residents. These units provide affordable shelter for a range of markets, including young professionals, small households, and older adults. This CIP does not preclude the development of any social housing in the area in the future. The Kenora Affordable Housing Report is outlined in a separate section below.

A principal goal of the Keewatin CIP is to increase the supply of affordable rental **and** ownership accommodation in the neighbourhood. Although all housing types will be encouraged, it is anticipated that these units will be primarily townhouses and apartments. In addition to benefiting current residents, providing housing units will also support the City’s efforts to attract newcomers to Kenora.

Digital renderings were prepared for the Keewatin CIP to demonstrate where and how affordable housing units could be incorporated in the neighbourhood. **Figure 7** illustrates a potential affordable housing development on the former Bigway Foods site on Ottawa Street, while **Figure 8** envisions a similar development on the site with commercial uses on the ground floor.



**Figure 7: Sample affordable housing development on the Bigway Foods site
(Source: FOTENN Consultants Inc., 2015)**



Figure 8: Sample affordable housing and commercial development on the Bigway Foods site (Source: FOTENN Consultants Inc., 2015)

1.5 Streetscape and Façade Improvements

The character and quality of Keewatin is partially reflected in the aesthetic appeal of its streets and building façades. Critical streetscaping elements such as benches, trees, paving materials, and street lamps can improve the look and experience of streets such as Ottawa Street and Highway 17 West. Similarly, improvements to building façades along these streets can revitalize the appearance of the neighbourhood and strengthen local businesses and enhance street activity outside of business hours. Strategic programs and incentives can contribute to achieving the aesthetic and financial objectives of the CIP.

A similar initiative was developed in 2004 for the Kenora Downtown Revitalization Study, which identified specific streetscape improvements for the downtown. **Figure 9** is an extract from the Study, illustrating various improvements on Matheson Street.

Figures 10 to 13 illustrate digital renderings of potential streetscape and façade improvements in the community improvement area. They include:

- The Keewatin Post Office;
- Alcock Funeral Home;
- Keewatin Place; and
- Ottawa Street

Figure 14 illustrates improvements to 901 Westside proposed by the property owner using the Building Façade Design Grant, the Building Façade Improvements Grant, the Signage Grant, and the Application and Permit Fees Grant.

1.6 Brownfields

A “brownfield” is typically an abandoned, idle, underutilized, derelict, or vacant commercial or industrial property and/or building in built-up urban areas with a potential for redevelopment. Brownfield sites typically pose environmental, social and economic concerns for a community, but also present an opportunity for revitalization of the surrounding area. As many sites are located within the existing urban fabric and enjoy good visibility, access, and servicing, redevelopment of brownfield sites represents a sustainable form of development.

The 2014 Provincial Policy Statement directs municipalities to explore opportunities to redevelop brownfield sites as a means to improve environmental conditions and achieve intensification goals. In Keewatin, the former Royal Bank site is an example of a brownfield site that provides an opportunity for redevelopment.



Figure 9: Image from Kenora Beaches, Parks & Trails Development Project showing streetscape improvements along Ottawa Street



Figure 10: Sample improvement to Keewatin post office (Source: FOTENN Consultants Inc., 2015)

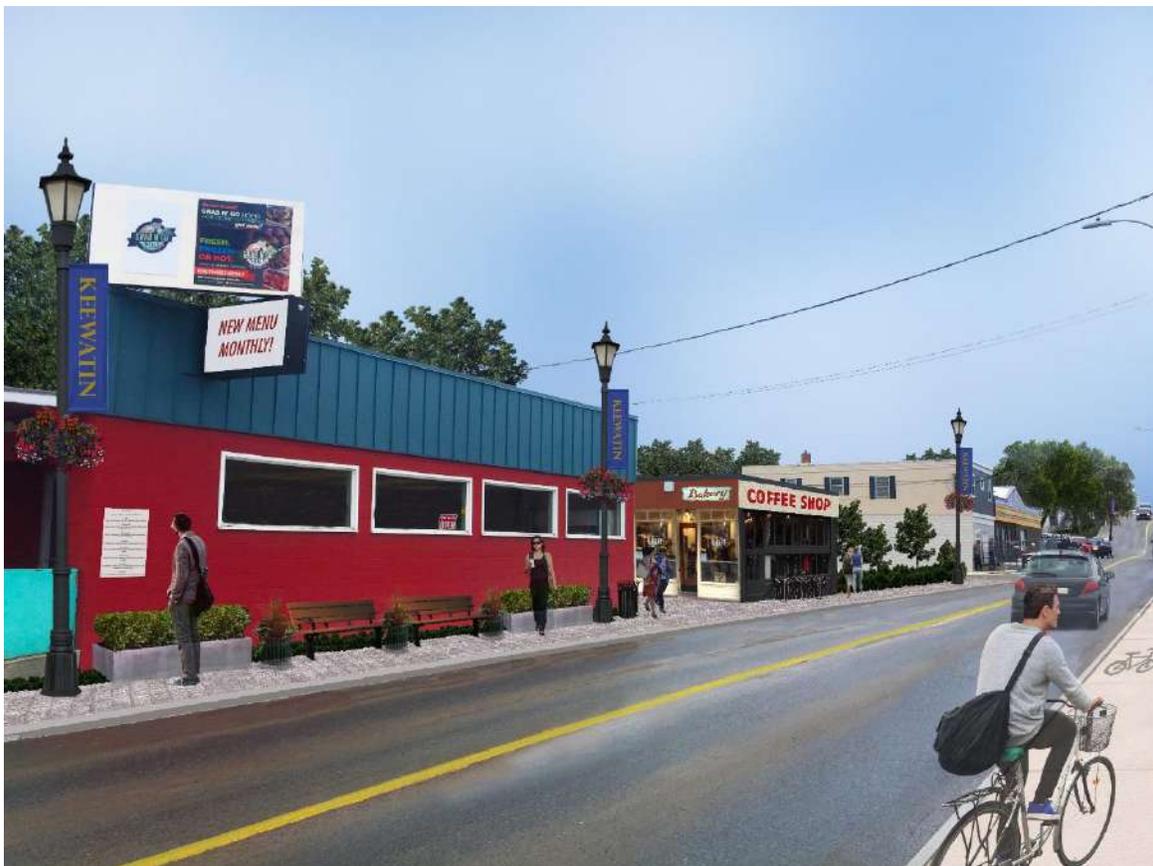


Figure 11: Sample improvement to Alcock Funeral Home (Source: FOTENN Consultants Inc., 2015)



STREETScape - Lakeview Drive and Sixth Street

Figure 12: Sample streetscape improvement outside Keewatin Place (Source: FOTENN Consultants Inc., 2015)



**Figure 13 - Sample streetscape improvements on Ottawa Street
(Source: WSP | MMM Group, 2017)**



Figure 14 - Proposed improvements to 901 Westside

2.0 REGULATORY POLICY FRAMEWORK

Community improvement planning is intended to provide opportunities for municipalities to develop financial incentives that can be offered to the private sector for development projects that will provide broader community benefits. The 2014 Provincial Policy Statement, Municipal Act, and Planning Act include provisions that work together to enable municipalities to direct financial incentives towards specific improvement projects. The following section summarizes the policy framework and enabling legislation for the allocation of municipal funds to support and encourage private community improvement projects.

2.1 Municipal Act, Section 106

The Municipal Act provides rules to regulate the provision of financial or other similar incentives to private business operations, a practice known as “bonusing”. The purpose of the regulation is to ensure public finances are accounted for and distributed in a transparent manner. Section 106 of the Municipal Act prohibits municipalities from assisting “...directly or indirectly any manufacturing business other industrial or commercial enterprise through the granting of bonuses for that purpose” (Section 106(1)).

Such prohibited actions include:

- a) giving or lending any property of the municipality, including money
- b) guaranteeing borrowing;
- c) leasing or selling any property of the municipality at below fair market value; or
- d) giving a total or partial exemption from any levy, charge or fee.

2.2 Planning Act, Section 28

Section 28 of the Planning Act provides the enabling legislation for a municipality to implement a Community Improvement Plan. Community improvement is defined as “the planning or re-planning, design or redesign, re-subdivision, clearance, development or redevelopment, construction, reconstruction and rehabilitation, improvement of energy efficiency, or any of them, of a community improvement project area, and the provision of such residential, commercial, industrial, public, recreational, institutional, religious, charitable, or other uses, buildings, structures, works, improvements or facilities, or spaces therefor, as may be appropriate or necessary” (Section 28(1)). It further clarifies that the provision of affordable housing is also included in this definition (Section 28(1.1)).

In order to create a Community Improvement Plan and allocate funds accordingly, a municipality must identify a community improvement project area. The Planning Act defines the community improvement project area as “a municipality or an area within a municipality,

the community improvement of which in the opinion of the council is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason" (Section 28(1)). The area subject to a CIP must be established in the municipality's Official Plan (Section 28(2)).

Once a community improvement project area is defined in the Official Plan and through by-law, a municipality may prepare and implement a Community Improvement Plan. Through the Planning Act, a municipality may:

- a) acquire, grade, clear, hold or otherwise prepare the land for community improvement (Section 28(3));
- b) construct, repair, rehabilitate or improve buildings on land acquired or held by it in conformity with the CIP (Section 28(6a));
- c) sell, lease or otherwise dispose of any land acquired or held by it in the community improvement project area to any person or governmental authority for use in conformity with the CIP (Section 28(6b)); and
- d) Make grants or loans, in conformity with the CIP, to registered owners, assessed owners and tenants of lands and buildings (Section 28(7)).

Section 7.1 identifies costs eligible for CIP financing including: "costs related to the environmental site assessment, environmental remediation, development, redevelopment, construction and reconstruction of lands and buildings for rehabilitation purposes or for the provision of energy efficient uses, buildings, structures, works, improvements or facilities."

2.3 Municipal Act, Section 365.1

Financial tools to encourage redevelopment can be implemented through Section 365.1 of the Municipal Act. This exception allows municipalities to provide municipal property tax relief to landowners seeking to redevelop property. The tax relief includes a freeze of a portion or all of the taxes levied against a property for a period of time. The municipality can apply for an equivalent freeze in the provincial educational portion of the property taxes. The Section 365.1 exception provisions must operate in tandem with Section 28 of the Planning Act, which relates to community improvement planning. The rationale for this form of tax relief is that an improved property will lead to an increased tax assessment, thereby providing future increased tax revenue, while remediating and/or redeveloping deteriorated sites.

2.4 Provincial Policy Statement, 2014

The Provincial Policy Statement (PPS), issued under Section 3 of the Planning Act, provides policy direction to ensure growth and development occurs in a sustainable manner respecting the Province's environmental, social, and economic resources. The Planning Act includes

strong wording to ensure planning authorities' decision making "shall be consistent with" policy directions set forth within the PPS.

The PPS specifically acknowledges the need to provide an appropriate range of housing types and the importance of affordable housing to communities (Section 1.4). The document envisions efficient and sustainable land use patterns across the province that includes a mix of housing, including affordable housing (Vision). Provision of a range of housing choices, including affordable housing, is a critical component of healthy, livable, and safe communities (Section 1.1.1(b)).

The PPS also highlights the importance of remediating brownfields, stating that "Long-term economic prosperity should be supported by promoting the redevelopment of brownfield sites" (Section 1.7.1(e)). These sites are specifically identified as strategic locations for intensification and redevelopment (Section 1.1.3.3). The PPS defines brownfield sites as "undeveloped or previously developed properties that may be contaminated. They are usually, but not exclusively, former industrial or commercial properties that may be underutilized, derelict, or vacant."

In addition, the PPS contains policies promoting healthy and active communities (Section 1.5) and accessibility (Section 1.1.1 (f)). Creating active and accessible streetscapes aids in the promotion of healthy and active communities.

2.5 City of Kenora Waterfront Development Guidelines, 2009

The Kenora Waterfront Development Guidelines outline guidelines to protect and promote the visual and symbolic integrity of Kenora's Lake of the Woods waterfront. The guidelines provide direction with regards to several elements, including:

- Public access to the waterfront;
- Building design and configuration;
- Maximum building heights;
- Preserving critical views to and from water;
- An identifiable pedestrian circulation system;
- Parking standards;
- Landscaping standards; and
- Universal accessibility

2.6 Growth Plan for Northern Ontario, 2011

The Growth Plan for Northern Ontario, 2011 was prepared as part of the Places to Grow Act, 2005, and was released in March 2011. The Growth Plan recognizes the interconnected contribution of people, communities, infrastructure and the environment to a successful and sustainable economy. As such, the Growth Plan is a plan for:

- Economic development;
- Infrastructure investment;



- Labour market; and
- Land use.

Section 2.2 of the Growth Plan is dedicated to economic development and includes several policies for existing and emerging priority economic sectors. Policy 2.2.2 states that the Province will focus economic development in a variety of sectors, such as: forestry and value-added forestry-related industries; advanced manufacturing; arts, culture and creative industries; renewable energy and services; and tourism.

Some of the economic development strategies provided in Policy 2.2.3 are as follows:

- Grow and retain existing competitive businesses and diversification into value-added business opportunities;
- Attract investment;
- Strengthen networks and collaboration among businesses, industry, education and research sectors, economic development organizations and northern communities;
- Respond to labour market needs and opportunities through training, education, and entrepreneurship.

In the Northern Growth Plan, affordable housing is included under the term “community infrastructure.” Section 9 of the Plan defines community infrastructure as “lands, buildings, and structures that support the quality of life for people and communities by providing public services for health, education, recreation, socio-cultural activities, security and safety, and affordable housing.” Section 5.1 identifies community infrastructure as a key building block for economic growth, along with transportation, education, health, energy, water, wastewater, and information and communications technology infrastructure. The Plan also states that infrastructure planning and investment should be coordinated with land-use planning processes.

2.7 City of Kenora Economic Development Plan, 2012

The City’s Economic Development Plan was updated in 2012 to reflect changing realities and priorities since 2006 including the City’s desire to become North America’s Premier Boating Destination.

The primary goals of the Plan are to facilitate:

- Job retention;
- Increased tax assessment; and
- Population retention and attraction.

To achieve these goals, the Plan contains several action items across a range of areas, including:

- Actions for Business Attraction
 - Work with internal city teams and external business attraction teams on business attraction site visits and opportunities
 - Work with existing and emerging value-added businesses to eliminate barriers to their growth and development
 - Assist the private sector in obtaining funding subsidies, as available;
 - Use current mechanisms to attract immigrants
- Action for Local Business Retention and Expansion Strategy
 - Work in partnership with local business organizations to support and strengthen local businesses
- Action for Tourism Development and Marketing
 - Promote initiatives in marketing, product development, hospitality, training and awareness, as well as special events
- Actions for Infrastructure and Product Development
 - Develop and promote public amenities for tourists and residents
 - Identify current and potential magnet attractions

2.8 Kenora Affordable Housing Report, 2014

The generally accepted definition of affordable housing used by Canada Mortgage and Housing Corporation (CMHC) and the Ontario Ministry of Municipal Affairs is: "Affordable housing consists of housing options combined with shelter costs that do not exceed more than 30% of a household's gross annual income." This is the ideal that the City will strive to meet for benefit of its citizens.

Figure 15 illustrates the range of housing types and tenures, and to which types "affordable housing" applies.

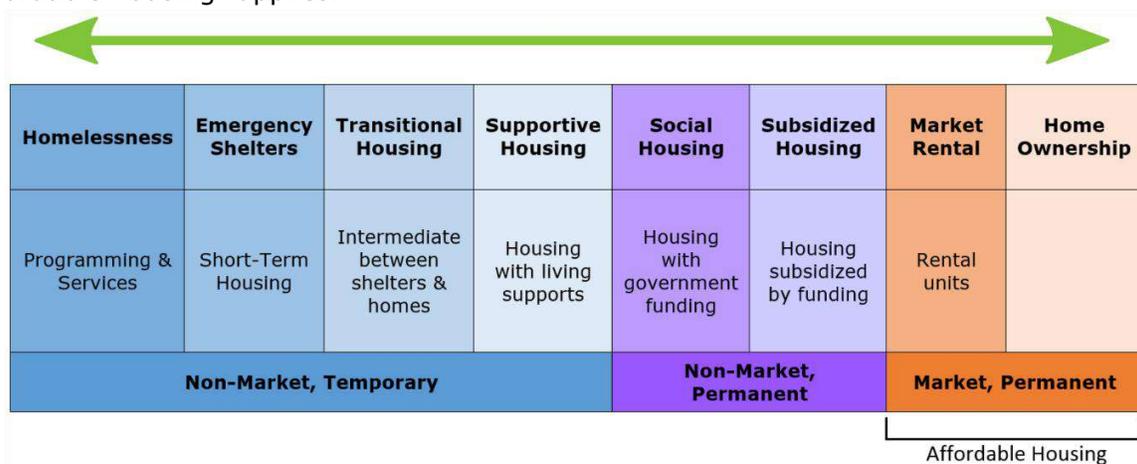


Figure 15: The Housing Continuum

The Kenora Affordable Housing Report was accepted by City Council in July, 2014. The report, prepared by the City's Economic Development Department, assesses the current housing stock in Kenora and recommends actions to increase the supply of affordable shelter for residents. Measures include: permitting a greater diversity of housing types across neighbourhoods; incentivizing development of affordable housing; providing municipal land for the development of affordable housing; seeking funding from other levels of government for further study; and cooperating and collaborating with housing providers and non-profits.

The City's Affordable Housing Report identifies needs and provides a foundation for action. Affordable housing encompasses both home ownership and market rentals. In moving towards the ideal for housing affordability, for the purposes of the Keewatin Community Improvement Plan, the definition for affordable housing will be housing that costs 80% of average market price or below.¹ For home ownership, average market price calculations will be determined through analysis of the local real estate market for comparable units. For rental units, affordability will be defined "as having rents for the project that are at, or below, 80% of CMHC Average Market Rent (AMR) at the time of occupancy."² This definition parallels the Affordable Housing Initiative's Rental Component funding formula which sets the guideline for building subsidization to developers. This market-based definition will encourage the development of an array of affordable housing options that will serve varying degrees of need.

In February, 2017, the City released a 2017 State of Housing Report which builds upon the 2014 Affordable Housing Study with updated demographic and economic data, information on housing developments completed and underway, and an analysis of current affordability trends in Kenora's housing. The analysis resulted in three main findings:

- Kenora's lack of multi-residential stock creates challenges for those with low to moderate incomes, especially given the growing prevalence of lone-parent households and ageing demographics;
- High rental rates, high housing prices, and long waiting lists for subsidized housing create a risk of homelessness for low income households; and
- Kenora's existing housing stock is ageing resulting in higher energy costs and repairs that affect affordability.

2.9 Kenora Tourism 5 Year Strategy, 2014

The Kenora Tourism 5 Year Strategy analyzes the current state of Kenora's tourism industry (strengths, problems, opportunities, and threats), establishes a vision for the future, and outlines tactics the City may undertake to achieve the vision. Kenora already possesses a strong tourist base with visitors from Manitoba, Ontario, and the United States. However, the

¹ Investment in Affordable Housing for Ontario Program Guidelines, Rental Housing Component 2011 page 17, Province of Ontario

² Investment in Affordable Housing for Ontario Program Guidelines, Rental Housing Component 2011 page 22, Province of Ontario



majority of tourism occurs during the summer and the Strategy envisions Kenora as a top four season destination. To achieve this vision, the Strategy comprises six high level goals:

- Enhance & Expand Boating Infrastructure
- Enhance & Expand Activity Infrastructure
- Increase Year Round Visitors
- Create "Open for Business" Environment
- Enhance Venue Infrastructure
- Enhance Transportation Infrastructure

2.10 City of Kenora Multi-Year Accessibility Plan, 2014

The City of Kenora Multi-Year Accessibility Plan outlines the City's strategy to identify, prevent and remove accessibility barriers, and meet its requirements under Integrated Accessibility Standards Regulation and the Accessibility for Ontarians with Disabilities Act (2005). The plan covers Information and Communications Standards, Employment Standards, Transportation Standards, and Design of Public Spaces Standards (Accessibility Standards For the Built Environment). In addition, it establishes a compliance framework and a monitoring strategy.

2.11 City of Kenora Official Plan, 2015

The City of Kenora Official Plan, adopted by Council on May 19, 2015 and approved by MMA on November 5, 2015, sets out a vision and guiding principles and objectives for the City to the year 2031. Section 2.1 of the Official Plan states that:

"The City of Kenora shall be an inclusive, sustainable, four-season lifestyle community with a healthy economy that welcomes all and respects the Aboriginal peoples and traditions so that generations can thrive, prosper, and contribute to the meaningful lives."

The City of Kenora supports sustainable development, as established through Principle 1 in Section 2.2.1:

"Kenora shall promote sustainable development to enhance the quality of life for present and future generations."

This principle is achieved through the promotion of compact development by using land efficiently and existing infrastructure; to support infill and intensification in built up areas where services exist; and to provide opportunities for the adaptive re-use of former industrial areas and brownfield sites where the industrial use is no longer viable.

Principle 2 in Section 2.2.2 is that:



“Kenora shall support the protection and integrity of the natural environment, as valued by the community.”

A key implementing objective is to encourage energy efficient buildings and development in order to minimize negative impacts to air quality and climate change.

Principle 3 in Section 2.2.3 establishes the City’s support for affordable housing:

“Kenora shall support the location of affordable housing in an integrated manner within new or existing development.”

This principle guides the supporting objective "to provide a mix and range of housing types that shall meet the physical and financial needs of all current and future residents, in particular the aging population and new entrants to the housing market, with the goal of providing a timely response to housing needs associated with a diversified economy."

Principle 4 in Section 2.2.4 expresses municipal support for a diversified economy:

“Kenora shall maintain and seek opportunities for a strong, diversified economy that provides a wide range of employment opportunities for its residents, including youth to withstand global market conditions and provide financial stability.”

The implementing objectives include:

- to support existing business and to attract a diverse range of new employment opportunities for new and existing residents;
- to attract new post-secondary educational facilities to stimulate new investment and training in a range of employment sectors;
- to continue fostering partnerships with First Nations, Métis, and Grand Council Treaty #3 to identify economic development and other opportunities;
- to develop the City as a centre of excellence for telecommunications, health care, industry, trade, commerce, tourism and services throughout Northwestern Ontario, western Canada and Midwestern United States; and
- to ensure that there are sufficient municipally serviced lands for the expansion of industrial development that may expand and diversify the City’s economy.

Principle 5 in Section 2.2.5 states that:

“Over the lifetime of this Plan, the City of Kenora shall continue to expand its role as an urban, cultural service centre and tourist destination, providing services to the traveling public and residents of the area.”

The implementing objectives include:

- to increase opportunities for training and post-secondary education institutions; and
- to support the development of the heritage sector to meet visitor expectations by identifying and conserving cultural heritage resources, including heritage buildings and other structures, heritage areas, cultural heritage landscapes, archaeological sites, and other elements that defines or represents Kenora's history, such as the murals.

Principle 6 in Section 2.2.6 encourages complete communities:

"Kenora shall encourage new development (e.g. buildings, new neighbourhoods) to provide for a mix of uses in planning for complete communities."

Implementing objectives include:

- to support the development of mixed-use neighbourhoods; and
- to promote a mix of uses in the area around mainstreets such as Ottawa Street in Keewatin.

Principle 7 in Section 2.2.7 identifies neighbourhood design as an important component of the City's vision:

"Kenora shall promote a desirable built form in any development or re-development."

Implementing objectives for this Principle include:

- to promote built form that may address the needs of present and future generations (i.e. live, work, play);
- to ensure that all aspects (e.g. buildings, streetscapes, landscapes) contribute to everyday living in a positive manner; and
- to encourage place making in any development through the implementation of public art and public spaces.

Section 2.2.8 introduces the multi-modal transportation system that recognizes the need to develop and promote an efficient and safe multi-mode transportation system for all users. Section 2.2.9 recognizes the community and Aboriginal engagement principle that promotes inclusivity of all peoples to participate and collaborate in achieving the City's vision.

The majority of the Community Improvement Area is designated Established Area on the Official Plan Schedule A – Land Use Designations. The designation includes residential, commercial, existing industrial and institutional uses that presently exist in the City. It is intended that, while minor development within the Established Area designation is acceptable, there will be few major changes to land uses over the lifetime of the Official Plan. **Figure 16** illustrates an extract from Official Plan Schedule A – Land Use Designations.

The Official Plan establishes the following policies for the Established Area in Section 4.1.2:

- a) Existing uses shall be preserved and protected from incompatible uses;
- b) The maintenance and improvement of the quality of the built form and infrastructure shall be encouraged;
- c) Residential development shall be encouraged through plans of subdivision, condominium and consent as infilling or redevelopment of existing uses on full municipal services. Medium density residential uses shall be supported, provided that the development is in keeping with the character of the area.
- d) Linkages to recreation and open space shall be encouraged through the development of trails, parks, roadways, and sidewalks designed to provide space for pedestrians and cyclists.
- e) Minor changes to land use that are compatible with existing land uses, do not result in significant increases to traffic, dust, odour or noise, are similar in scale to the surrounding built form and that improve the quality of life for area residents may be permitted through an amendment to the Zoning By-law.
- f) A major change in use in the Established Area shall require an amendment to the Official Plan. Major changes in the use include: high-density residential, large-scale commercial/retail, industrial uses, or transportation corridors.



Figure 16: Extract from Official Plan Schedule A - Land Use Designations

A portion of the Community Improvement Area is designated Commercial Development Area, including the lands west of the Established Area, and along Highway 17 West. The designation represents a centre of commercial and retail uses in Kenora, and accounts for a substantial amount of business activity in Keewatin. Permitted uses in the designation primarily serve vehicular traffic and include automobile service stations and sales agencies, car washes, building supply outlets, motels, hotels, restaurants, landscaping services, horticultural nurseries, garden centres, tourist establishments, shopping centres, and accessory uses. A limited number of residential dwelling units are also permitted in existing buildings, subject to provisions in the Zoning By-law. New residential development in the Commercial Development Area shall not be permitted.



Key areas of Keewatin are designated as Open Space on the Land Use Schedule, including parks and waterfront areas. These areas are subject to the Open Space policies in Section 4.6 of the Official Plan, which restricts uses to parks, public and private non-commercial recreational uses, and private and municipally-owned and operated recreation facilities. Section 4.6.2(b) specifies that open space uses and recreational facilities shall be designed to meet the needs of residents of the City as well as tourists.

The area along Portage Bay, at the northern edge of the Community Improvement Area, is designated Provincially Significant Wetland on the Schedule A. The Official Plan describes wetlands as essential components of ecosystems that contribute to the high quality of the environment. Wetlands control and store surface water to assist in flood control, function as sediment traps to improve water quality, provide habitat for a variety of plant and animal species, and function as recharge areas for groundwater resources. Proponents of development on or within 120 metres of lands designated Provincially Significant Wetland are required to submit an Environmental Impact Statement to demonstrate that there will be no adverse impacts on the wetland or its ecological function.

Section 8.2 of the Official Plan establishes policies to guide the preparation of CIPs in Kenora. Section 8.2.1(a) lists specific objectives of CIPs:

- To upgrade and maintain all essential municipal services and community facilities;
- To ensure that community improvement projects are carried out within the built up areas of the City;
- To ensure the maintenance of the existing building stock;
- To encourage the preservation, rehabilitation, renewal and reuse of heritage resources, including heritage buildings;
- To encourage and incentivize construction of affordable housing;
- To encourage private sector investment and the strengthening of the economic base; and
- To enhance the visual appearance of CIP areas.

Section 8.2.1(b) states that any land use designation in the Official Plan may be designated as a CIP Project Area, based on the following criteria:

- That there is evidence of a need to improve municipal services such as roads, sidewalks, street lighting, parking, sanitary and storm sewers, water supply, parks and recreation, community facilities, waterfront areas or streetscaping. Improvements may apply to some or all of the above services.
- That the phasing of improvements is within the financial capability of the local municipality.
- That a significant number of buildings in an area show signs of deterioration and need of repair.

- That improvement to the visual appearance or aesthetics be required.
- That improvement shall have a significant impact on strengthening the economic base of the community.

Section 8.2.1(c) establishes that a Community Improvement Project Area may be designated by by-law. As such, no change to Schedule "A" Land Use Designations in the Official Plan is required to implement the CIP. For convenience and clarity, CIP Project Areas will be illustrated on a new Schedule "C" in the Official Plan.

2.12 City of Kenora Zoning By-law, 2015

The City of Kenora's Zoning By-law 101-2015 was enacted by Council in December, 2015. The Community Improvement Area contains a range of zones, principally:

Residential – First Density Zone (R1)

The R1 Zone allows for the development of single-detached housing and other compatible uses serviced by municipal water or sewer, or with municipal water only. Permitted uses also include bed and breakfast, group home, modular home, home occupation, and secondary dwelling units.

General Commercial Zone (GC)

The GC Zone allows for a wide range of uses and services to meet the needs of residents, businesses, and tourists. Permitted uses include animal care establishment, art gallery, automotive gas bar, automotive rental establishment, bakery, car wash, cinema, clinic, continuum care facility, day nursery, financial establishment, funeral home, hotel, library, marina, office, personal service business, retail store, restaurant, shopping centre, and apartment dwelling (subject to certain conditions).

Light Industrial Zone (ML)

The ML Zone allows for a wide range of low-impact light industrial land uses as well as complementary commercial uses, including animal hospital, automobile dealership, automobile body shop, bulk sales and storage establishment, commercial storage facility, dry cleaning establishment, food processing plant, light equipment sales and rental establishment, light industrial use, office, recreation facility, warehouse, and waste processing and transfer facility.

Institutional Zone (I)

The I Zone allows for the development of public and privately-owned facilities of an institutional or community service nature. Permitted uses include art gallery, cemetery,



community centre, correctional facility, hospital, museum, office, place of assembly, place of worship, retirement home, school, and theatre.

Rural Zone (RU)

The RU Zone allows for the production of farm produce as well as recreational and other compatible uses, as well as limited development of low density single-detached, seasonal or permanent housing compatible uses in a rural setting. Permitted uses include agricultural use, bed and breakfast, day nursery, equestrian establishment, food processing plant, golf course, home industry, horticultural nursery, kennel, marina, mineral aggregate operation, mobile home, non-commercial farm, retirement home, snow disposal facility, and wildlife conservation reserve.

Open Space Zone (OS)

The OS Zone provides land for active and passive recreational uses and landscaped buffers. Permitted uses are limited to community centre, golf course, outdoor recreational facility, and wildlife conservation reserve.

Environmental Protection Subzone 1 (EP1)

The EP Zone provides protection to those areas which have historical and natural significance such as Indigenous people's burial grounds, and fish and wildlife habitat. In addition, the zoning is applied to land that is designated as Provincially Significant Wetland in the Official Plan. The EP1 Subzone prohibits the erection of any buildings or structures.



Figure 17: Extract from Zoning By-law Schedule

2.13 Kenora Community Safety and Well-Being Plan, 2015

The Kenora Community Safety and Well-Being Plan was endorsed by Council in April 2016. The Plan provides a framework supported by strategic priorities to fulfill the vision of a transformed community that is healthier and a safer place to live. The Plan supports and encourages both economic development and community revitalization.

2.14 City of Kenora Vision 20/20 Strategic Plan, 2016

In July 2014 (updated August 2016), City of Kenora Council adopted a Strategic Plan that establishes goals and corporate actions to guide future decision-making in the municipality. The Plan identifies several key priorities and translates the top three (3) into goals. Each goal has a set of corresponding actions, including several that relate to the Keewatin CIP:

- Goal #1: Develop Our Economy
 - Action 1-3: The City will foster and support entrepreneurial business development for start-ups and young entrepreneurs.
 - Action 1-4: The City will promote Kenora to external investment audiences in specific sectors that provide the most promise for job growth and economic diversification.
 - Action 1-9: The City will promote and leverage its recreation and leisure amenities as a means to support local economic activity, tourism and to strengthen community ties with our regional neighbors.
- Goal #2: Strengthen Our Foundations
 - Action 2-4: The City will act as the catalyst for continuous improvements to the public realm.
 - Action 2-6: The City will support the development of a diverse range of housing types with an emphasis on affordable options for families, seniors and individuals in need of transitional and emergency housing.
 - Action 2-7: The City will encourage and support the development of vacant and transitional lands for uses that support our vision.
 - Action 2-9: They City will support continuous improvements to recreation and leisure amenities, particularly those that support the quality of life.
- Goal #3: Focus on Our People
 - Action 3-1: The City will review and implement as appropriate the recommendations as contained within the City's organizational review and approved by Council.
 - Action 3-2: The City will implement the directions and actions as outlined within the Human Resource Management (HRM) Strategy.
 - Action 3-3: The City will ensure that customer service excellence is understood and ingrained in the culture and fabric of our organization. The City will commit to a citizen-first approach to maintaining relations with the public. (This will be delivered to all Staff across the organization)
 - Action 3-4: The City will embrace the importance of empowering Staff to make decisions that consistently demonstrate our commitment to making prompt, efficient and courteous customer service to our residents.
 - Action 3-6: The City will leverage the power of peer-to-peer knowledge transfer through mentoring to ensure the continuity of institutional skills and know-how.

2.15 Kenora Beaches, Parks and Trails Plan, 2016

The Kenora Beaches, Parks and Trails Plan (2016) was prepared in 2016 as an update to the 2010 Plan. The update considers the City's 2015 Official Plan, the City of Kenora Vision 20/20



Strategic Plan, and the City of Kenora 2014-2019 Accessibility Plan. The Project plans for upgrades to Anicinabe Park, Garrow Park, Coney Island Park, Beatty Park, Portage Bay Park, Keewatin Beach, Norman Park as well as improving the quality and connectivity of the trail system. Keewatin Beach, Beatty Park and Portage Bay Park are located in Keewatin.

2.16 Kenora Age-Friendly Strategic Plan, 2016

The Kenora Age-Friendly Strategic Plan (2016) identifies opportunities for Kenora to become a more age-friendly city in the future. The Plan focuses on the World Health Organization's eight age-friendly topic areas: Outdoor Spaces and Buildings, Transportation, Housing, Respect and Social Inclusion, Social Participation, Communication and Information, Civic Participation and Enjoyment, and Community Support and Health Services. The Plan identifies Kenora's strengths, barriers, and opportunities for each topic area. With respect to housing, the Plan identified a lack of accessible housing, social housing, and affordable housing. Various opportunities to improve the lack of housing are proposed including financial incentives and the development of a Housing Strategy.

2.17 2015-2016 Lake of the Woods Development Commission Strategic Plan

The Strategic Plan builds upon the City's Strategic Vision to promote Kenora's transition to a premier destination and lifestyle community for business, residents and visitors. It identifies five key areas of focus:

- Develop Our Economy;
- Build Our Foundations;
- Grow Tourism and Special Events;
- Create a Lifestyle and Destination Community; and
- Promote and Develop Kenora's Brand Promise.

The Strategic Plan envisions building on Kenora's existing economic strengths in tourism and value-added forestry while exploring growth opportunities in healthcare, manufacturing, and mining. Lack of affordable housing and housing for seniors are identified as challenges. Furthermore the Strategic Plan endorses the Tourism Kenora 5 Year Strategy (2014-2019), encourages collaboration with food and entertainment venues (such as restaurants and art studios), and establishes guidelines to continue promoting and improving Kenora's boating facilities.

3.0 VISION AND GOALS OF THE KEEWATIN CIP

3.1 Community Improvement Plan Project Area

As illustrated in **Figure 6**, the CIP project area is located at the southwest end of the amalgamated City of Kenora, along the Lake of the Woods. It encompasses the central area of the Keewatin neighbourhood, aligning approximately with the downtown of the former municipality of Keewatin. The project area is generally bounded by Portage Bay to the north, Keewatin Bay to the east, Lake of the Woods to the south, and the western extent of the municipal boundary. The project area is centred around Lakeview Drive (Highway 17 West) and Ottawa Street, and includes the area locally known as the “Highway to Heaven.”

3.2 Existing Conditions Analysis

The Keewatin neighbourhood is located in the southwest portion of the City of Kenora, and is accessed primarily by boat or via Lakeview Drive (Highway 17 West). The area contains a range of land uses, but is developed predominantly with residential uses in the established neighbourhood core.

Keewatin contains several institutional uses, such as the Keewatin Memorial Arena, the Keewatin Curling Club, St. Andrew’s United Church, St. Louis Roman Catholic Church, the Keewatin Library, Keewatin Public School, and St. Louis Catholic School. The community also includes a post office, medical clinic Keewatin Place, and Two Bears Marina. Keewatin is also home to the Mather-Walls House, the neighbourhood’s most famous heritage building. Popular recreation locations include Beatty Park and Portage Bay.

The neighbourhood also contains several commercial outlets, services, and clubs, including:

- 901 Westside
- Alcock Funeral Home
- Andy Morrell Mechanical Services
- Cottage Essentials
- Countryside Manor Bed and Breakfast
- Devlin Timber
- Docks and Lifts
- Gardewine North
- Gayle’s Motel
- Jarnel Contracting
- Keewatin Business Centre
- Keewatin Guardian Pharmacy
- Keewatin Medical Centre
- Keewatin Liquor Store
- Keewatin Place
- Keystone Lock and Safe
- Krevco Lifestyles
- Lakeshore Hotel
- Lifts and Docks
- Masonic Lodge
- McMunn and Yates
- Metal Works Keewatin
- Nature’s Inn
- North American Lumber
- Northwestern Independent Living Services
- Plantz

- Prairie Mobile Communications
- Riverview Industries
- Royal Canadian Legion Hall
- Service Master
- Shaw Lakeshore
- Shopper’s Home Health Care
- Solo Hair Design
- St. Louis Roman Catholic Church
- Taylor Made Pet Supply
- Timberline Urban Lodge
- Woodlake Marine
- The Window and Door Store

Creating improvement programs for commercial operations such as these, along with community streets, are included in this CIP. **Figure 18** illustrates general land uses in Keewatin.

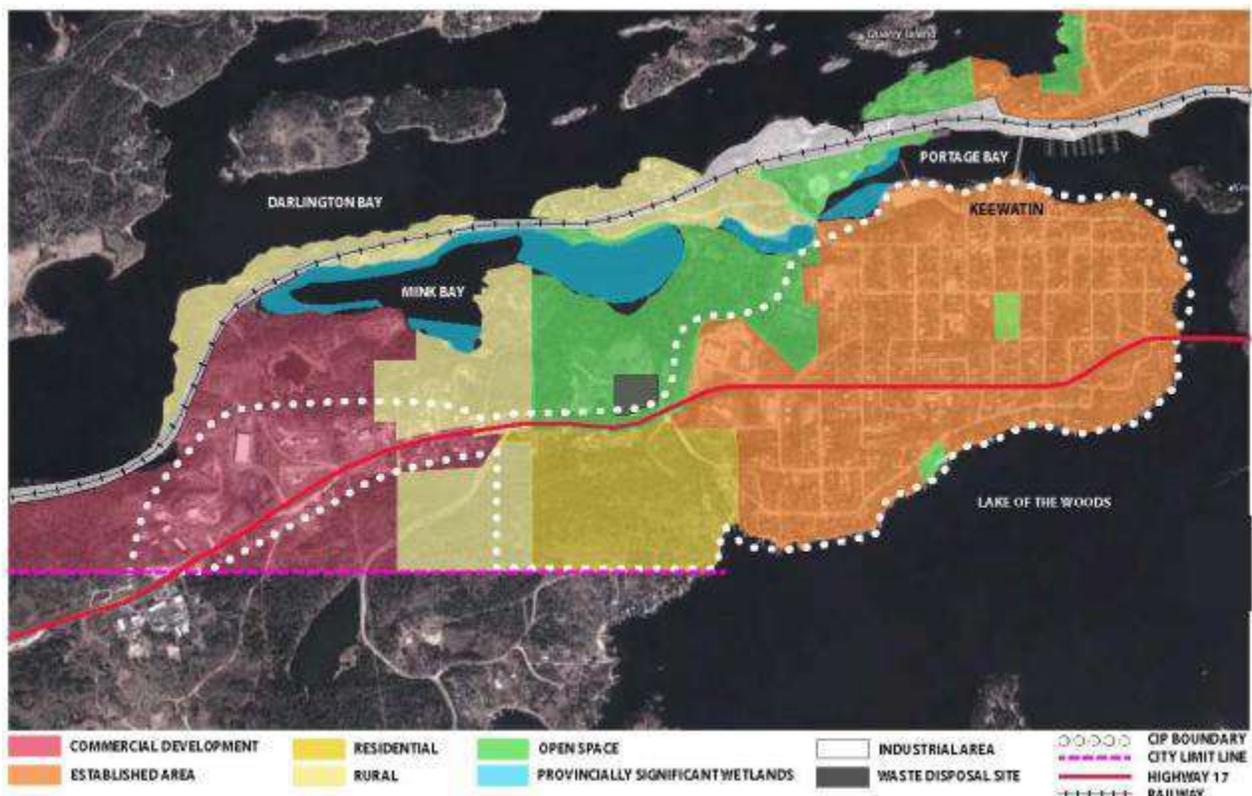


Figure 18: Keewatin land uses (Source: FOTENN Consultants Inc.)

3.3 Vision

During the CIP consultation process, members of the KWG identified the components of its vision for Keewatin in the future. These elements are combined in a composite vision statement for the community:

Vision Statement

Keewatin will be a quaint, year-round healthy lifestyle community offering passive and active recreational and cultural activities that are accessible by land and by water for all to enjoy. Its main streets will be visually appealing and vibrant, providing places to live, work, shop, and play for all members of the community.

3.4 Goals / Objectives

Based on input from the KWG, a set of goals were established to implement the Vision Statement outlined in Section 3.3 above:

Goal #1

Improve streetscape and the public realm

Goal #2

Encourage development of affordable housing

Goal #3

Enhance existing businesses and promote establishment of new businesses, and encourage the clustering of complementary uses

Goal #4

Improve wayfinding

Goal #5

Establish a set of design guidelines for Keewatin

3.5 Design Guidelines

To realize Goal #5 in Section 3.4, a set of design guidelines for Keewatin are presented on the following pages.

Public Spaces

Objective: to make public spaces accessible, convenient, and safe for seniors, children, pedestrians, and cyclists.

Streets

1. Keewatin will be accessible by all means of transportation in all seasons
2. Insert green median strips or landscape buffer strip of approximately 3m between main streets and parking areas to screen cars
3. Screen utilitarian equipment or programs, such as industrial uses, from the main streets
4. Bury power lines and servicing wherever possible
5. Develop a continuous and accessible pedestrian link along the water edge and across downtown
6. Create bike paths
7. Design all sidewalks to be minimum of 2m wide
8. Differentiate paving materials and textures throughout main street and popular commercial settings (pavers, coloured asphalt)
9. Increase vegetation on the streets through trees or planters every 6-10m
10. Incorporate gateway features at the terminus main streets
11. Install bike stands, benches sheltered wherever possible), and flower beds
12. Feature public art, permanent or temporary installations



Coloured asphalt helps prioritize pedestrians



Piano street furniture



Street Parklet



Public art along waterfront



Street planters in Port Credit (Mississauga)

Public Spaces

Parks

1. Balance between paved and green spaces
2. Utilize natural shades (trees) and natural seating (rocks, stumps, etc).
3. Encourage local crafts and events
4. Create safe playgrounds for children
5. Install water features, fountains, and shallow pools to encourage outdoor activities
6. Plant evergreens to improve winter scenery
7. Designate an area for community gardens
8. Utilize Lake of the Woods for seasonal recreation, such as swimming in the summer and skating in the winter
9. Install temporary structures for seasonal recreation



Green spaces with paved walkways



Wooden bench and landscaping



Gazebos make excellent event venues



Water features for public enjoyment



Community gardens – social networking



Ice rink in Whitecap Pavilion, Kenora

Public Spaces

Footbridge

1. Promote landmark, extend public spaces around the bridge
2. Design seating and planting features
3. Integrate lighting design
4. Modify materiality, dimension, accessibility



The Portage Bay Bridge is a Keewatin landmark



Footbridge linking to a public space



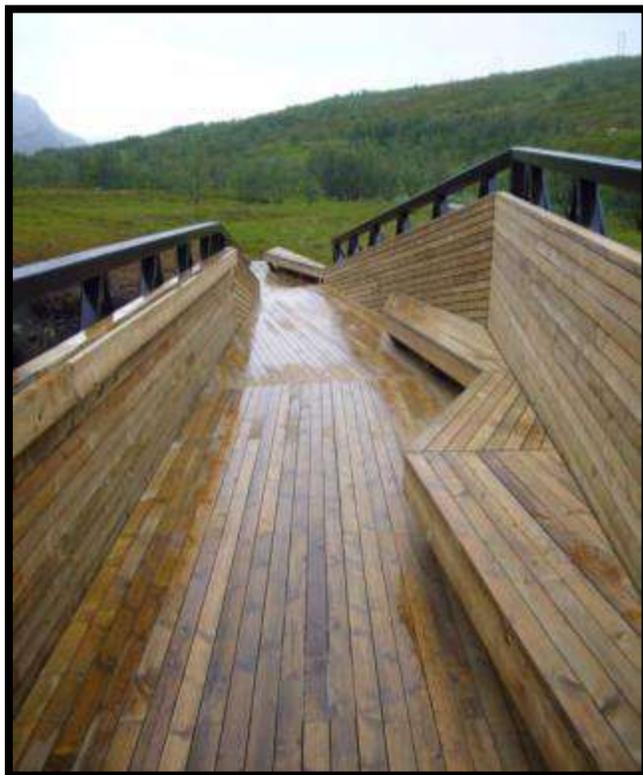
Benches incorporated into bridge design



Lighting improves safety and adds interest at night



Railings improve accessibility



Lillefjord Footbridge, Norway

Streetscape

Objective: to have harmony in visual and physical transparency on main commercial streets. Shops and public institutions (libraries, community centres, etc.) provide welcoming and lively spaces for residents and visitors.

Façade Features

1. Keewatin's heritage interpretation will be integrated into design
2. Preserve original masonry
3. Repair and revitalize existing façades
4. Extend shopfront to patios or gardens with seating area to create continuity of indoor / outdoor spaces
5. Incorporate and balance natural shading (trees) with artificial shading (awnings)
6. Install decorative lighting and upgrading light fixtures to improve experience at night and to accentuate architecture
7. Maximize natural lighting by redesigning façade openings (glazing dimension, colour, and architectural sunshade details to accommodate summer / winter sun)
8. Introduce mixed-use mid-rise buildings to accommodate affordable housing and businesses
9. Set maximum building height up to six (6) storeys, or 16.5 metres, in the waterfront area
10. Buildings shall be in scale with the existing community, having appropriate public access and quality of scenic views



Heritage conservation and interpretation



Patios create street activity and interest



Awnings can provide shade and visual interest



Decorative lighting features enhance architecture



Mixed-use buildings create vibrant communities

Streetscape

Colour Palette

1. Incorporate lighter, more transparent glazing into building design.
2. Streetscaping will include "Boreal-type" design and colour palettes will be established through specific guidelines:
 - Brown: historical reference to timber industry and bricks;
 - White: water waves and clean modern colour
 - Blue: water
 - Green: vegetation and environment
 - Grey: rocks
3. Material palette:
 - Wood
 - Glass
 - Metal siding
 - Stones



Generous glazing achieves an active frontage



Boreal colour palette



Boreal colour palette



Metal siding



Boreal colour palette and stone masonry



Wood building materials

4.0 CITY-INITIATED PROJECTS

The City has a key role to promote the CIP through infrastructure and parkland improvements.

The following section outlines the City's potential role in each of these key areas. It is recommended that the City and its funding partners consider implementing the following types of projects. In order to keep the energy and momentum of the CIP, a minimum of two (2) projects should be budgeted for on an annual basis.

Infrastructure

During the CIP consultation process, the public and the Keewatin Working Group indicated a strong desire for better signage and transportation elements in the community. It is recommended that the City and its funding partners consider implementing the following projects:

- Consider installation of a new **entrance sign on City property at the Highway 17/ Erie Street intersection**. The purpose of the sign would be to alert passersby that they are entering Keewatin.
- Increase **directional signage along Highway 17:**
 - Examine the implementation of Tourist-Oriented Directional Signage along Highway 17 with the Ministry of Tourism, Culture and Sport and Canadian TODS Limited, a private, third-party company that operates, manages, maintains and finances this program on behalf of the Ministry.
- Conduct a **Traffic Study** to:
 - Determine the most feasible traffic patterns in the core area
 - Analyze which roadways should be dedicated to cycling lanes.
- **Improve the usability and aesthetics of key streets and sidewalks** especially on Ottawa Street through the implementation of street furniture, hard and soft landscaping, banners, pedestrian-scaled lighting, etc.
- **Increase the number of docks and pedestrian access points** along the southern and eastern boundaries of Keewatin along the shoreline of Lake of the Woods (eg. 5th St., Bay St.).

Parkland

Input from the public and the Keewatin Working Group indicated that the existing Portage Bay and Recreational areas could be improved or enhanced to include beach volleyball courts to the area. If the City decides to install additional docks at the locations identified above, there might be an opportunity to connect or introduce other parkland areas on the southern and eastern boundaries of the community.

The City of Kenora has experience with building community partnerships with the private sector, such as the creation of the Rotary Way Trail. Other opportunities for Public-Private Partnerships (“P3s”) will be explored to achieve the above projects.

Figures 19 and 20 illustrate concept plans for Betty Park and Portage Bay Park, respectively, from the 2010 Beaches, Parks and Trails Development Project.



Figure 19: Betty Park Concept Plan



Figure 20: Portage Bay Concept Plan

Community Gardens

The City of Kenora Official Plan encourages urban agriculture as an important community resource and an attractive alternative source of food for residents. In particular, community gardens can represent an environmentally sustainable practice that produces health, social, and economic benefits.

As a close-knit neighbourhood with a “village” feel, the Keewatin neighbourhood represents a sensible location for the creation of community garden. Local residents have indicated a willingness to organize and operate community gardens, which provide an opportunity to achieve some of the goals and objectives established in this CIP.

The City of Kenora will work towards a potential partnership with residents of Keewatin to create a community garden program. Through this partnership, the City may provide a range of resources necessary to facilitate the community gardens.

5.0 FINANCIAL INCENTIVE PROGRAMS

5.1 Introduction

A comprehensive set of financial incentive programs has been established to achieve the goals of this CIP. The incentive programs listed in this section were developed based on discussions with community members, City Staff, and City Council, as well as a review of best practices used by other municipalities.

The financial incentive programs have been created to encourage private sector redevelopment in Keewatin. Applicants may use individual incentive programs, or combine multiple programs for a single site or development. This section outlines the purpose, description, and eligibility requirements for each financial incentive program. Eligible projects may also be augmented with other federal and provincial programs.

All programs are subject to funding allocated by City Council on an annual basis.

5.2 General Program Requirements

All of the financial incentive programs contained in this CIP are subject to the following general requirements, as well as the individual requirements specified under each program. The general and program-specific requirements contained in this CIP are not necessarily exhaustive and the City reserves the right to include other requirements and conditions as deemed necessary:

- a) An application for any financial incentive program contained in this CIP must be submitted to the City prior to the commencement of any works to which the financial incentive program applies and prior to an application for a building permit;
- b) If the applicant is not the owner of the property, the applicant must provide written consent from the owner of the property to make the application;
- c) An application for any financial incentive program contained in this CIP must include plans, estimates, contracts, reports and other details, as required by the City, to satisfy the City with respect to project costs and conformity to this CIP, as well as all municipal by-laws, policies, procedures, standards and guidelines, including application Official Plan, Zoning By-law, and Site Plan requirements and approvals;
- d) City Staff will review applications and supporting materials for all CIP programs. Staff will evaluate applications against program eligibility requirements and approve applications and a recommendation to City Council or Council's designate. The application is subject to approval by City Council or Council's designate;

- e) As a condition of application approval, the applicant may be required to enter into an agreement with the City. The Agreement will specify the terms, duration, and default provisions of the incentive to be provided;
- f) Where other sources of government and/or non-profit organization funding (Federal, Provincial, etc.) that can be applied against the eligible costs are anticipated or have been secured, these must be declared as part of the application. Accordingly, the grant may be reduced on a pro-rated basis and in no case should the total grant amounts received exceed the eligible cost of the improvements to that property;
- g) The City reserves the right to audit the cost of any and all works that have been approved under any of the financial incentive programs, at the expense of the applicant;
- h) The City is not responsible for any costs incurred by an applicant in relation to any of the programs, including and without limitation, costs incurred in anticipation of a tax assistance and/or grant payment;
- i) If the applicant is in default of any of the general or program specific requirements, or any other requirements of the City, the City may delay, reduce or cancel the approved tax assistance and/or grant payment and require repayment of the approved tax assistance and/or grant;
- j) The City may discontinue any of the programs contained in this CIP at any time, but applicants with approved tax assistance and/or grant payments will still receive said payment, subject to meeting the general and program specific requirements;
- k) City staff, officials, and/or agents of the City may inspect any property that is the subject of an application for any of the financial incentive programs offered by the City;
- l) Eligible applicants can apply for one, more, or all of the incentive programs contained in this CIP, but no two programs may be used to pay for the same eligible cost. Also, the total of all tax assistance and grants provided in respect of the subject property for which an applicant is making application under the programs contained in this CIP shall not exceed the eligible cost of the improvements to that property;
- m) The City can consider initiating one or all of the programs retroactively;



- n) The subject property shall not be in arrears of any municipal taxes, area rates or other charges;
- o) All expenses that are eligible for the incentive programs contained herein must be paid in full and the amount of the incentive will be reimbursed as a grant to the applicant. Grants will only be paid out when the work has been completed and paid invoices are submitted to the City;
- p) Outstanding work orders from the City’s Fire Department must be addressed prior to grant approval;
- q) Generally the payments of grants will occur once the work has been completed as outlined in the agreement to the satisfaction of City Staff;
- r) The subject property must be located in the CIP Project Area; and,
- s) Applications for financial incentives shall be in accordance with the eligibility criteria indicated for each individual incentive program (Section 5.3) as well as the general policies and requirements for submitting applications as outlined in Section 6.4 of this Plan.

5.3 Keewatin CIP Grant Programs

The following incentive programs have been established and developed for private property owners and business owners in the CIP project area. This CIP contains eleven (11) potential grant programs. **Table 1** provides a summary of the CIP Grant Programs.

Table 1 - Summary of CIP Grant Programs

| Grant Program | Summary Details |
|-----------------------------|---|
| Affordable Living Grant | A grant of 50% to a maximum of \$5,000 of eligible project costs for studies to support an affordable living development of 4 or more units. |
| Mixed Use Development Grant | A grant of 50% to a maximum of \$5,000 of eligible project costs for studies to support an affordable living development of four (4) or more units and a commercial/retail component of 35 m ² gross floor area. |

| Grant Program | Summary Details |
|--|--|
| Affordable Housing Tax Increment-Based Grant | Tax break based on varying percentages over 10 years |
| Seniors Housing Study Grant | A grant of 50% to a maximum of \$5,000 of eligible project costs for studies to support a new senior's housing development of 4 or more units. |
| Commercial Space Conversion Grant | A grant of 50% to a maximum of \$1,000 of eligible project costs for projects that increase commercial building stock |
| Building Façade Design Grant | <p>A grant of 50% to a maximum of \$1,000 will be available to fund the cost of preparing architectural plans for building façade improvements.</p> <p>In addition, a grant of 50% to a maximum of \$1,000 will be available to fund the cost of preparing a site plan suitable for approval.</p> |
| Building Façade Improvements Grant | <p>A grant of 50% (to a maximum of \$15,000) of the costs to assist with improvements to buildings. The grant would include building materials, labour and professional fees.</p> <p>The City will provide a grant of 50% (up to \$5,000) of the costs per exterior or rear building face. Where buildings exceed two stories, the grant may be increased by an additional \$1,000 per storey.</p> |
| Signage Grant | A grant of 50% (up to \$2,000) will be available toward the cost of replacing an existing sign on the property. Backlit signs will not be eligible for this grant. |
| Landscaping and Property Management Grant | The City will provide a grant of 50% (up to a maximum of \$15,000) of the costs associated with improvements to outdoor landscaping on private property. This grant is limited to properties located along Highway 17 West, Ottawa Street and Front Street |
| Application and Permit Fees Grant | The City will provide a grant equivalent to the cost of the City's planning application and building permit fees for approved projects |

| Grant Program | Summary Details |
|---------------------|---|
| Accessibility Grant | A grant of 50% to a maximum of \$2,500 is available to assist in the provision of accessibility to the existing buildings |

1) Affordable Living Grant

Purpose: The Affordable Living Grant promotes the development of new affordable living in and around Keewatin through the funding of background studies. The grant applies to new projects or to the renovation of existing dwellings. Funding for conversions may also be considered on a case-by-case basis, if the units are accessible.

Description: A grant of 50% to a maximum of \$5,000 of eligible project costs for studies to support an affordable living development of 4 or more units in the CIP area. Examples of studies could include hydrogeological and terrain analyses, environmental reports and/or Record of Site Condition, architectural drawings including site plan/landscape drawings, and Business Plans.

Requirements: Eligible projects feature housing that is affordable to those households earning the median income in Kenora or less per year, as defined by Statistics Canada. The Affordable Living Grant is targeted to projects that provide housing for a broad range of demographics, including retirees, young professionals, and first-time homebuyers.

2) Mixed Use Development Grant

Purpose: Funding is available to help promote the development of multi-use buildings to include new affordable living along with a commercial/retail use. This grant is intended to fund background studies for mixed-use developments in Keewatin, specifically on Ottawa St. which may be applied to new projects or to the renovation of existing buildings. Funding for conversions may also be considered on a case-by-case basis if the units are accessible.

Description: A grant of 50% to a maximum of \$5,000 of eligible project costs for studies to support an affordable living development of four (4) or more units and a commercial/retail component of 35 m² gross floor area, or in accordance with the Ontario Building Code. Examples of studies could include hydrogeological and terrain

analyses, environmental reports and/or Record of Site Condition, architectural drawings including site plan/landscape drawings, and Business Plans.

Requirements: Eligible projects must be specifically designed and marketed to be affordable for those households earning the median income in Kenora or less per year, as defined by Statistics Canada. The Mixed-Use Development Grant program will only apply to the area around Ottawa Street.

3) Affordable Housing Tax Increment-Based Grant

Background: The intent of this program is to stimulate the rehabilitation, renovation, or redevelopment of existing buildings, vacant lands, or under-utilized sites to promote the creation of affordable housing units.

The current tax structure can hinder private investment by basing property taxes on the value of buildings and property. There is a direct correlation between investments in improvements to land or buildings for housing purposes, the corresponding increase in property value and, by consequence, an increase in the taxes payable.

Like other tax incentive programs, there is no “cost” to the City to be proactive. Property taxes collected for underutilized or vacant sites and/or buildings are low, reflecting their depressed value. Without any incentive to invest, property owners are unlikely to develop their land or improve their buildings. While the municipality forgoes the tax increases of redeveloped property in the short term, the investment spurs economic activity, producing much needed housing, revitalizing building stock and neighbourhoods, and eventually results in a higher level of tax revenue.

Program Assistance: This program would provide a grant to property owners who undertake rehabilitation projects that would result in a reassessment of their properties. The amount of the grant is calculated based on the incremental increase in the municipal taxes that results from the completed work. The total amount of the grant provided would not exceed the value of the work that resulted in the reassessment. For that reason, the total value of the work, plus the amount of the municipal taxes paid prior to and after the redevelopment, must be known. In this program, “municipal taxes” refers to only the general portion of municipal taxes, and excludes any other taxes or fees such as education and all urban service levies.

It is proposed that this program would be implemented over a ten-year period. Owners of properties participating in this grant program who apply in any year of the program will be eligible for the full grant.



The grant amount for this program shall not exceed 100% of the increase in the municipal portion of the taxes in years one to five of the program, generally decreasing to 80% in year six, 60% in year seven, 40% in year eight, 20% in year nine and with the owner paying the full amount of taxes in year ten.

The property owner would be responsible for the full payment of taxes, after which the City would provide the grant. For that period beyond ten years, the owner would be required to pay the full amount of the taxes with no grant provisions.

Applicants participating in the program would file a grant application along with an application for Building Permit. The amount of municipal taxes paid would be determined, and upon completion of the works, the municipal taxes to be paid would be calculated based on the result of the final reassessment by the Municipal Property Assessment Corporation (MPAC). The difference between the municipal taxes paid prior to the works being undertaken and the municipal taxes after the completion of the works would be the portion eligible for a grant under this program.

The grant will be provided on a declining rate basis for a 10-year period with a grant generally equal to 100% of the incremented taxes for the redeveloped property in Year 1. Year 1 is defined as the first full calendar year in which taxes are paid after the project has been completed and reassessed. By using the Building Permit process as the "trigger" for establishing participation in the program, the approximate value of the rehabilitation/redevelopment work to be undertaken can also be determined. The total value of the grant will not exceed the value of the completed work. At the Building Permit stage, the construction value of the project is known, as this is what establishes the cost of the permit. In some cases, an audit may be required to confirm the construction value.

This program does not exempt property owners from an increase in municipal taxes due to a general tax rate increase or a change in assessment for any other reason after the property has been improved, except by reason of an assessment appeal.

Eligibility Requirements

- Only applicable to "affordable" housing projects, as outlined in the Affordable Housing section of this CIP.
- Any property owner within the Community Improvement Project Area may apply for the program in writing at the time of making an application(s) for a Planning or Building Permit approval.

- The subject property or any other properties owned by the owners shall not be in a position of property tax arrears.
- Outstanding Work Orders from the City's Fire Services or Building Services Division and Requests to Comply shall be addressed prior to grant approval.
- Improvements made to the buildings or land shall be made pursuant to a Building Permit, and constructed in accordance with the Ontario Building Code and all applicable Zoning requirements, Council-approved design guidelines and any other necessary approvals.
- The subject building shall be rehabilitated and remediated, or the land shall be redeveloped, to an extent that such investment will result in an increased assessment of the property.
- In the case of the rehabilitation of vacant or cleared sites within the target area for new buildings, to determine the pre-development assessment base for these projects, the assessment shall be based upon the property as it existed on the date of Building Permit issuance.
- The grant shall be forfeited by the owner and repaid to the City if the housing is demolished before the grant period elapses.
- If a participating property is sold before the grant period elapses, the City may, at its discretion, continue the program for the prescribed timeframe and/or accept a new application from any subsequent owners of the property for additional works to be undertaken.

4) Seniors Housing Study Grant

Purpose: Funding is available to encourage development of new housing for Keewatin's seniors population. The incentive is focused on new projects, rather than the renovation of existing dwellings. However, funding for conversions could also be considered on a case-by-case basis if the units are accessible (in tandem with the Accessibility Grant outlined below, where applicable).

Description: A grant of 50% to a maximum of \$5,000 of eligible project costs for studies to support a new seniors housing development of 4 or more units in the CIP area. Examples of studies could include hydrogeological and terrain analyses,

environmental reports and / or Record of Site Condition, architectural drawings, and Business Plans.

Requirements: Eligible projects must be specifically designed and marketed for occupancy by low- and moderate-income seniors.

5) Commercial Space Conversion Grant

Purpose: Funding is available to help new businesses looking to locate in Keewatin. Some existing residential properties along Ottawa Street, Front Street, and 10th Street may also be desirable for conversion into new businesses to increase overall business activity in the neighbourhood. The program provides financial assistance for projects creating new commercial/employment opportunities within existing buildings or through additions.

Description: A grant of 50% to a maximum of \$1,000 of eligible project costs for projects that increase commercial building stock within the CIP area.

Requirements: Eligible projects can include: conversion of existing residential units to commercial uses; redevelopment of vacant commercial space; additions to existing commercial buildings; or construction of new commercial buildings to support new businesses. Equipment or other movable items are not eligible. The City may consult with the Northern Ontario Community Futures Development Corporation (NOCFDC) or the Lake of the Woods Business Incentive Corp (LOWBIC) in deciding whether to award the grant. All projects must comply with the Ontario Building Code.

6) Building Façade Design Grant

Purpose: Funding is available to assist with improving the aesthetics of buildings, including façades, signage, and lighting.

Description: A grant of 50% to a maximum of \$1,000 will be available to fund the cost of preparing architectural plans for building façade improvements.

In addition, a grant of 50% to a maximum of \$1,000 will be available to fund the cost of preparing a site plan suitable for approval by the City in accordance with the Property Standards, Sign By-law, Design Guidelines and regular site plan requirements.

These grants would be paid at 50% (to a maximum of \$500 each) upon completion of design, and the remaining 50% after implementation.

Requirements: Designs for eligible projects must be prepared by a qualified professional. The grant will be conditional on City approval of the architectural plans, to ensure that the guidelines outlined in the Keewatin Community Improvement Plan are implemented. Only commercial, mixed-use, institutional, industrial properties and Residential Third Density Zone (R3) zoned properties are eligible for this grant. For clarity, properties zoned Residential First Density Zone (R1) and Residential Second Density Zone (R2) are not eligible for this grant.

7) Building Façade Improvements Grant

Two grants would be available for commercial building owners:

Primary Grant

Purpose: Funding is available for commercial building owners to improve a building façade in accordance with the Keewatin Community Improvement Plan.

Description: The City will provide a grant of 50% (to a maximum of \$15,000) of the costs to assist with improvements to buildings. The grant would be structured to provide additional funding at a rate of \$1,000 per additional storey, once the grant exceeds the maximum \$15,000. The grant would include building materials, labour and professional fees.

Secondary Grant

Purpose: Funding is available for improvements to each exterior side and rear of buildings that front onto a street and back onto a lane.

Description: The City will provide a grant of 50% (up to \$5,000) of the costs per exterior or rear building face. Where buildings exceed two stories, the grant may be increased by an additional \$1,000 per storey.

Requirements: The following renovation/restoration projects will be considered to be eligible projects under this program:

- repair or replacement of exterior facades including cladding materials, windows, and doors;
- brick cleaning façade treatments, such as power washing;
- repair or repainting of façade masonry and brickwork. The maintenance of brick facades will be encouraged;
- installation, repair or replacement of architectural details and features;
- installation, repair or replacement of awnings or canopies;
- façade restoration, including painting and cleaning;

- installation of lighting;
- installation of exterior decorative lighting and upgrading of fixtures;
- redesign of business front;
- professional design services required to complete eligible work; and
- other similar improvement projects may be approved that demonstrate improvement to the quality of the property.

Eligible façades include both front and side facades (for corner properties). Rear façade improvements will be considered secondary for the purposes of allocating funds. The improvement grant may not be used solely for window improvements. Grants would be paid upon completion of the work in accordance with the agreement between the City and the landowner. Only commercial, mixed-use, institutional, industrial properties and Residential Third Density Zone (R3) zoned properties are eligible for this grant. For clarity, properties zoned Residential First Density Zone (R1) and Residential Second Density Zone (R2) are not eligible for this grant.

8) Signage Grant

Purpose: Funding is available for private property owners who replace an existing sign that does not comply with the urban design guidelines outlined in this report.

Description: A grant of 50% (up to \$2,000) will be available toward the cost of replacing an existing sign on the property. Backlit signs will not be eligible for this grant.

Requirements: The following will be considered to be eligible projects under this program:

- Repair, including a clean up or painting of existing signage on private property.
- Installation of new signage on private property.

Grants would be paid upon completion and installation of the sign. Only commercial, mixed-use, institutional, industrial properties and Residential Third Density Zone (R3) zoned properties are eligible for this grant. For clarity, properties zoned Residential First Density Zone (R1) and Residential Second Density Zone (R2) are not eligible for this grant.

9) Landscaping and Property Management Grant

Purpose: Funding is available for private property owners to improve the aesthetics of their outdoor landscaping.

Description: The City will provide a grant of 50% (up to a maximum of \$15,000) of the costs associated with improvements to outdoor landscaping on private property.

Requirements: Grants shall be provided for the rehabilitation and/or construction of the installation of hard or soft landscaping elements which would include:

- patios
- gardens
- trees & shrubs
- walkways
- park benches
- waste receptacles
- fountains
- retaining walls
- fencing
- outdoor lighting
- bicycle racks
- accessibility structures, and
- any other outdoor landscape related improvements.

The grant will be payable upon completion of the works. Only commercial, mixed-use, institutional, industrial properties and Residential Third Density Zone (R3) zoned properties are eligible for this grant. For clarity, properties zoned Residential First Density Zone (R1) and Residential Second Density Zone (R2) are not eligible for this grant.

10) Application and Permit Fees Grant

Purpose: The purpose of this incentive program is to waive any associated planning approval and building permit fees for the landowner/developer. Although this incentive is not included under Section 28 of the Planning Act, the waiving of building permit fees is permitted under Section 7 of the Ontario Building Code Act.

Description: The City will provide a grant equivalent to the cost of the City’s planning application and building permit fees for approved projects in accordance with Section 69 of the Planning Act and the City’s Tariff of Fees By-law.

Requirements: Any property or business owner who undertakes redevelopment of lands and/or buildings in the CIP project area is eligible for this grant. The owner would be responsible for all mapping and registration costs for agreements and plans where applicable.

All grants for planning application fees and building permit fees will be equal to 100% of the application fees paid by the applicant, to a maximum of \$5,000.

11) Accessibility Grant

Purpose: To improve the accessibility to existing buildings in accordance with the Accessibility for Ontarians with Disabilities Act, 2005.

Description: Property owners or businesses within the CIP project area are eligible to apply for funding to renovate existing buildings to make them accessible according to the Accessibility for Ontarians with Disabilities Act, 2005. Examples include customized portable ramps such as the one illustrated in **Figure 21**.



Figure 21 - Customized portable ramps are a simple method to improve accessibility

Requirements: A grant of 50% to a maximum of \$2,500 is available to assist property owners, tenants, or assignees to encourage the provision of accessibility to the existing buildings. Only commercial, mixed-use, institutional, industrial properties and Residential Third Density Zone (R3) zoned properties are eligible for this grant. For clarity, properties zoned Residential First Density Zone (R1) and Residential Second Density Zone (R2) are not eligible for this grant.

6.0 IMPLEMENTATION STRATEGY

6.1 Interpretation

The Keewatin Community Improvement Plan must be read and interpreted in its entirety, and in conjunction with the Planning Act, Municipal Housing Act and all other municipal planning documents for the City of Kenora.

In addition, this Community Improvement Plan will be interpreted at the sole discretion of the City of Kenora in consultation with, or based on advice from the City's Planning and Property Department.

6.2 Timing

The Keewatin Community Improvement Plan will remain in effect for ten (10) years. After five (5) years, the CIP may be reviewed by City Council to evaluate its effectiveness and the degree of uptake. If necessary, amendments may be made to the CIP to improve its programs.

6.3 Severability

If a court of competent jurisdiction declares any section or part of a section of the Keewatin CIP by-law to be invalid, such section or part thereof shall not be construed as having persuaded or influenced City Council to pass the remainder of the by-law, and it is hereby declared that the impugned section shall be severable and distinct from the remainder of the by-law, and the remainder of the by-law shall be valid and remain in force.

6.4 Application Process

Prior to submitting an application for funding under one of the financial incentive programs contained in this CIP, all applicants will be required to have a pre-application consultation meeting with City of Kenora Staff to evaluate the project's eligibility for the program. At this meeting, the applicant should present the following materials:

- the details of the work to be completed;
- an estimate of the associated costs to complete the work;
- a timeline for completion;
- plans or drawings illustrating the details of the project; and
- any additional materials required to review the application, as determined by Staff.

Subsequent to the meeting, Staff will provide comments on whether the project (or which components of the work) meets the objectives of the CIP and which incentive programs could be accessed. If a project is determined to be eligible, Staff will accept the application. Acceptance of the application does not necessarily mean program approval. The applicant will be advised of approval or non-approval within 30 business days of the receipt of a complete application.

Application submission materials will generally include a detailed work plan and estimated costs to complete the eligible work. However, at the discretion of City Staff, additional submission materials may be required to assist in the review of the application. Applications that are determined to meet the objectives of the CIP will be recommended for approval by City Staff. A recommending report will be prepared by City Staff and submitted to the Council's designate for review and approval. Funding for the CIP grant programs and individual grant

applications is allocated solely at Council’s discretion. Upon approval an agreement will be enacted between the City and the applicant outlining the nature of the works to be completed and the details of the financial incentive and timeframe. Generally the payments of grants will occur once the work has been completed as outlined in the agreement to the satisfaction of City Staff. **Figure 22** illustrates the administrative steps involved in accessing the CIP program.

| Step 1 Pre-consultation and Application Submission | Step 2 Application Review and Evaluation | Step 3 Application Approval | Step 4 Payment of Funds |
|--|--|---|---|
| <p>Applicant presents project to City Staff</p> <p>Staff provides comments regarding project eligibility and required application submission materials</p> <p>Applicant submits complete application</p> | <p>Staff reviews application in relation to CIP objectives</p> <p>Staff prepares report to Council's designate for review and the appropriateness of the project to access program funding</p> | <p>Application is approved by Council's designate and an agreement is executed between the City and the applicant</p> | <p>Applicant demonstrates to Staff work has been completed, as outlined in agreement</p> <p>Funds are distributed to applicant, or tax incentives are applied, or fees waived</p> |

Figure 22: Application Process

6.5 Other Funding Opportunities

Investment in Affordable Housing for Ontario Program

The Investment in Affordable Housing for Ontario program (IAH) provides funds for the creation and repair of affordable housing in the province. Funding may be provided to municipal Service Managers, housing proponents, or other housing partners. The program has the following objectives:

- Improve access to affordable housing that is safe, sound, suitable, and sustainable for households across Ontario.
- Provide Service Managers and housing proponents with the flexibility to meet local needs and priorities.
- Offer funding for an array of housing options that address affordable housing needs across the housing continuum.



- Incorporate energy efficiency requirements and accessibility into affordable housing units and building design.
- Provide Service Managers with the flexibility to design strategies to alleviate homelessness and help move households in their communities along the housing continuum.

The IAH originally began in 2011 and has been extended to March 31, 2020.

Places to Grow Implementation Fund

The Places to Grow Implementation Fund provides funding to organizations engaged in furthering growth planning in Ontario. Specifically, it supports innovative projects that promote and help achieve the policies or goals in of growth plans such as the Growth Plan for Northern Ontario, 2011.

The City of Kenora should monitor future funding opportunities arising from the fund.

Northern Ontario Heritage Fund Corporation Infrastructure and Community Development Program

This program supports infrastructure projects that best align with the vision of the Growth Plan for Northern Ontario to help create jobs and build capacity in northern communities. Although aesthetic improvements are not covered under the program, projects that support brownfield site redevelopment and/or encourage infill development are eligible for funding.

Lake of the Woods Business Incentive Corporation

Financing for new businesses in Keewatin is available from the Lake of the Woods Business Incentive Corporation. The organization provides financing for business development and community development projects in Kenora District, and is also currently offering micro-loans in support of the City of Kenora Harbourtown Centre Community Improvement Plan.

Municipal Heritage Incentives

Under the Ontario Heritage Act, the City may offer incentives such as property tax relief, for preservation of cultural heritage assets in Keewatin.

Age-Friendly Communities Funding

The Government of Ontario has made funding available for municipal projects and planning initiatives that respond to the province's aging population. Priority for this funding is given to projects that target small municipalities and communities with diverse populations, and those in rural and remote areas of Ontario. The City of Kenora has applied for funding under this program, and, if successful, these funds may be available for programs contained in this CIP.



7.0 MARKETING STRATEGY

The successful implementation of the CIP depends on the ability of the initiatives and funding opportunities to be effectively communicated to property owners, developers, tenants, and the community. A Marketing Strategy targeting potential participants could include information on the City's Portal outlining the nature of the programs and examples of eligible projects.

Social media also represents an effective tool to disseminate information about the CIP to members of the community. The City of Kenora could produce a short video (approximately 1 minute in length) explaining the intent of the CIP, eligible projects, and the application process. The video is intended as a short summary of the CIP, and should refer viewers to additional resources or contacts for more information. Once complete, the video could be posted on YouTube or a similar website, along with direct links to the video from the City's Portal and from social media platforms such as Facebook and Twitter.

The City's Planning and Economic Development staff may also consider the preparation of a marketing brochure for the CIP programs, to be made available at City Hall, Operations Centre, key business areas, real estate agencies, and other key locations in Keewatin and across Kenora. The brochure would provide information and increase awareness of the program's objectives and financial incentive programs.

Engagement of the Keewatin Working Group is also critical for success of the CIP. The City of Kenora will ensure that members of the KWG are well-informed of the CIP vision, the incentive programs, and the benefits of achieving the plan's objectives. In turn, members of the KWG will inform friends and colleagues in their respective networks of the opportunities presented in the CIP.



Residents of Keewatin should also be encouraged to invite out-of-town relatives, friends, and business associates to visit the neighbourhood. The City of Kenora may consider implementing an awareness campaign to encourage word-of-mouth promotion, which may involve printing simple marketing messages on residents' monthly utility or tax statements, posting information on the City of Kenora website, or including promotions in local media.

To encourage economic activity in the neighbourhood, a "Shop Local" initiative could be implemented in Keewatin or on a City-wide scale. An advertising campaign promoting the initiative could appear in a range of local media, such as newspapers, radio, television, and online. Further initiatives may be developed by the City of

Kenora's Economic Development Department.

Hosting events in Keewatin is also an effective way to bring people to the neighbourhood and increase business activity. Existing outdoor spaces such as Beatty Park could be used during the summer months, and winter activities can be programmed throughout the neighbourhood in colder seasons. For example, a Christmas light festival similar to the Alight at Night Festival at Upper Canada Village near Kingston, Ontario could bring visitors to the community. Midnight Madness sales, concerts, or outdoor skating parties could also be combined to create synergy.

Other innovative methods of communication may be effective in encouraging visitors Keewatin community generally. Informational signs or billboards can direct travelers or passersby to a website, telephone hotline, or radio station frequency, where information can be accessed or marketing material presented. Voice-over-Internet Protocol (VoIP) technology allows organizations to create cloud-based telephony systems without the requirement of call-centre staff. Generally, pre-recorded messages of approximately 10-15 minutes are recorded, and are available to multiple callers simultaneously. Similarly, a non-commercial, short-range radio station can be established to broadcast information, on a permanent or temporary basis, for a nominal licensing fee.



The Walk [Your City] initiative is another means of promoting local business or recreational opportunities, while simultaneously encouraging active transportation. Cardboard signs can be ordered from the organization's website (<https://walkyourcity.org>), which are designed to be appended to lampposts or other street furniture. Each sign advertises a particular amenity or business and its distance in time for pedestrians or cyclists. Signs also include a Quick Response (QR) code that can be scanned with a Smartphone to receive directions to the location.

The City could consider conducting a physical or virtual launch party leading up to the launch of available funding through the CIP. Included in this will be a social media presence and the availability of City staff and elected officials to answer questions related to the CIP.

Recognition of successful projects should be celebrated and used in promotional material.

8.0 MONITORING PROGRAM

This CIP is intended to provide a proactive approach to the revitalization of Keewatin. As such, monitoring of the uptake and performance of the incentive programs should be done on a regular basis, with results reported to Council regularly. Equally, feedback from users of the incentive programs should be considered and utilized to adjust the incentive programs in order to improve their effectiveness and ensure that the incentive programs remain effective for the range of project types and sizes in the project area. The following list provides qualitative and quantitative measures the City of Kenora should track to monitor the effectiveness of the program and provide a basis for future amendments:

- Monitor the number of approved applications by financial program type;
- Monitor the number of unsuccessful applications and determine the reason for project ineligibility;
- Monitor the total value of funding allocated by financial program type;
- Monitor the number of housing commercial units created through CIP programs;
- Monitor the increase in municipal property taxes based on improvement to properties accessing the programs;
- Monitor the improvement of the visual appearance of the community as result of projects accessing the funding programs;
- Encourage program participants to submit comments based on their experiences accessing program funding; and
- Annually report on the success of the Plan.

Based on information from these monitoring procedures, required revisions to the CIP may become evident over time. Refinements to the Plan can occur without amendment to the plan, however, the Ministry of Municipal Affairs is to be consulted regarding proposed changes to the Plan.

8.1 Review of the CIP

This CIP and the programs contained within it will be valid for ten (10) years (2027) from the date of Council adoption (2017). City of Kenora Staff will have an opportunity to conduct a review of this plan after five (5) years, and may bring forward a recommendation to Council on whether the CIP requires amendments or an extension of the timeframe. The option for renewal of this CIP will be included as a corporate issue for the next term of Council.

9.0 AMENDMENTS TO THE CIP

Over time, it may be necessary to amend or adjust this CIP as the community revitalizes. Revisions may also be necessary to address issues with the incentive programs, which may become evident as the programs are implemented. This CIP permits adjustments; however, certain adjustments may require an amendment to this CIP in accordance with Section 28(5) of the Planning Act.

The following adjustments to the CIP require an amendment under Section 28(5):

- Change to the Community Improvement Project Area;
 - This requires a by-law passed by Council.
- Extension of the Plan beyond the intended 10 year planning horizon;
- Addition of a new financial incentive program or complete removal of a financial incentive program;
- Changes to the types of eligible projects or addition of a new eligible project;
- Changes to eligibility criteria; and
- Changes to value or calculation of grant.

Minor administrative changes may be permitted without an amendment.

The following adjustments do not require an amendment under Section 28(5):

- Dissolution of the Community Improvement Project Area (i.e., Plan becomes inoperative);
 - Requires a by-law passed by Council, once Council is satisfied this Plan has been carried out.
- Changes to the amount of annual funding provided for incentive programs (total or program specific);
- Changes to the funding or prioritization of the City-initiated programs;
- Discontinuation of funding for one or more incentive programs; and,
- Delegation of administration/approval of the financial incentives to a committee or an individual or a return of the responsibilities to Council.

- Delegation generally requires a by-law, subject to Section 23.1 of the Municipal Act.

10.0 CONCLUSION

The Keewatin Community Improvement Plan is designed to provide a framework that brings vitality and prosperity to the community. It outlines a set of goals and objectives to implement an overall community vision for the area. The overall direction and priorities established in this CIP were devised through partnership and consultation with members of the Keewatin community, City Council, City of Kenora Staff, and other stakeholders.

The CIP focuses on affordable housing, streetscape and façade improvements, and brownfield redevelopment. Programs apply to an area centred primarily around the Ottawa Street and Highway 17 West corridors.

A set of financial incentives are established to stimulate and leverage private sector investment in Keewatin. Implementation and monitoring of this plan will be undertaken by the City of Kenora, in partnership with community members and the Keewatin Working Group.

The Keewatin Community Improvement Plan will remain in effect for ten (10) years. After five (5) years, the CIP may be reviewed by City Council to evaluate its effectiveness and the degree of uptake. If necessary, amendments may be made to the CIP to improve its programs.

The success of this CIP is rooted in the community. The members of the Keewatin Working Group, in collaboration with the City, need to keep the Keewatin CIP spirit alive. Success builds upon success. Working together, establishing tangible and realistic priorities and / or action items, and patience will help to achieve the community's vision:

Vision Statement

Keewatin will be a quaint, year-round healthy lifestyle community offering passive and active recreational and cultural activities that are accessible by land and by water for all to enjoy. Its main streets will be visually appealing and vibrant, providing places to live, work, shop, and play for all members of the community.



Appendix A: 2014-2015 Community Consultation



The Keewatin Community Improvement Plan (CIP) was prepared in consultation with members of the community and the Keewatin Working Group (KWG). The following organizations were represented on the KWG:

- 901 Westside
- Docks and Lifts
- Friends of Keewatin Ballpark
- Friends of Keewatin Beach
- Heritage Kenora
- Keewatin Arena
- Keewatin Industrial Mall
- Keewatin Library
- Keewatin Place
- Keewatin Senior's Centre
- Kenora & District Chamber of Commerce
- Kenora District Services Housing Board
- Kenora Parks
- Kenora Urban Trails
- Lake of the Woods Development Commission
- McMunn & Yates
- Nature's Inn
- North American Lumber
- Kenora Planning Advisory Committee
- St. Andrew's United Church
- Woodlake Marine
- City Council
- Private Sector

On August 20, 2014, the City and FOTENN Consultants hosted a full-day workshop for the KWG at the Keewatin Public Library. The workshop features the following activities:

Bus Tour and Walkabout

The KWG took a bus tour of Highway 17 West and a walking tour of Ottawa Street. The purpose of these excursions was to allow the group to view two main streets through the lens of a CIP and to imagine possible improvements to the neighbourhood.

Mapping Exercise

Following the walkabout and a lunch break, the members of KWG were invited to brainstorm ideas for the CIP. Breakout groups placed coloured stickers on aerial maps to indicate areas that could be improved, and discussed revisions to the CIP area boundary.

There was consensus that the CIP incentives should apply to the entire project area, rather than specific streets or land parcels.

Visioning and Goal-Setting

A facilitated session also gathered input on a vision for the community, as well as specific goals to realize the vision. Participants wrote descriptive words on cue cards that summarized their sense of Keewatin today, as well as words that described what they wished their neighbourhood to be in the future. Several prominent themes emerged from the activity:

| Keewatin Today | |
|-----------------------------------|--|
| Theme | Submitted Words |
| Atmosphere and safety | Comfort, safe, relaxed, sleepy, serenity, quiet convenience |
| Home and belonging | Home |
| Character and size | Community, village, quaint village, quaint neighbourhood, unique |
| Inclusivity and access | Accessibility, access, knowable, walking community |
| Positivity and connection | Fun, friendly, friendly community, proud |
| Economic success and contribution | Thrive, potential industrial village, work |
| Assets and location | Tourist destination, lifestyle, recreation, historical, gateway |
| People | People, family, family-oriented, family |
| Water and boating | Water, waterfront, marina, lake, ice fishing, northwind |
| Decline | Dying, tired, neglected, resistant to amalgamation |

| Keewatin in the Future | |
|-------------------------------|---|
| Prosperity | Productive, business, economic hub, visible, purposeful, self-contained (i.e. all services available), revitalized, vibrant, rehabilitated, markets, more business, attractive (to people, sport, business) |
| Inclusivity and cleanliness | Inviting, safe, maintained, clean, quaint, charming, unique, community |
| Connection to water | Harbour, centre for boaters, boater attraction |
| Intensification | Developed, higher density |
| Active | Trails, connected, recreation, active |
| Environmental protection | Green, unspoiled |

| Keewatin in the Future | |
|-------------------------------|---|
| Positivity and connection | Inclusive, welcoming, home |
| Age in Place | Retirement, a place to stay |
| Destination | Destination, tourist destination |
| Misc. | Pub, resourceful, "Kenora version of Grand Marais, Minnesota" |

Following the cue card exercise, participants formed breakout groups for discussion. The groups brainstormed ideas for an overall vision for Keewatin, as well as some specific goals to implement the vision. The recorded notes are presented below:

| Group 1 |
|--|
| <p style="text-align: center;">Vision</p> <ul style="list-style-type: none"> - Gateway to Lake of the Woods - Charming, friendly, safe village - A charming year-round healthy lifestyle; youth facilities <ul style="list-style-type: none"> - Waterfront village providing safe amenities <ul style="list-style-type: none"> - Providing safe, affordable living <ul style="list-style-type: none"> - Village – self sustaining - Walk able community - Riverfront and Lakefront <ul style="list-style-type: none"> - Rehabilitated - Vibrant, active - Health and wellness - Recreational – year round <ul style="list-style-type: none"> - "Movable" – all modes <ul style="list-style-type: none"> o Cross-country skiing o Cycling o Bus - Accessibility (to services e.g. bank, grocery store) |
| <p style="text-align: center;">Defining Core</p> <ul style="list-style-type: none"> - Ottawa Street – retail with residential above - Seniors housing |
| <p style="text-align: center;">Goal Setting</p> <ul style="list-style-type: none"> - Rehabilitate infrastructure (signage, sidewalks, streets) <ul style="list-style-type: none"> - Establish cohesive design in the core - Better access to the lake (docking and parking) -> (Public and launching) - Signage at Nature's Inn to bring people into Keewatin *Erie Street* → Sign on City property. Existing opportunity for City - Signage on Hwy. 17 to "Keewatin" that exists (2 services) |

| |
|---|
| Group 1 |
| <ul style="list-style-type: none"> - Delineate cycling lanes on the road - Which roads are better for cycling? <ul style="list-style-type: none"> - Ottawa St. to run east or west bound (one way) - Check for existing traffic patterns for potential future re-routes one way |
| Design |
| <ul style="list-style-type: none"> - Brick - Rock/cliffs (e.g. Canmore, Whistler ?) |
| Marketing |
| <ul style="list-style-type: none"> - Vibrancy - Provide facilities/amenities – youth - Portage Bay – recreation area – ball fields – key tournament area of choice <ul style="list-style-type: none"> - Beach volleyball - Maybe Keewatin should be the tennis community – class A level tennis facility <ul style="list-style-type: none"> - The Legion – community centre |

| |
|--|
| Group 2 |
| <ul style="list-style-type: none"> - Open up federal locks / lifts <ul style="list-style-type: none"> - Signage / wayfinding - Need docks on south portion of Keewatin along Lake of the Woods shore - Route from Hwy 17 + Ottawa St. Should be highlighted (eg. Signage for visitors) <ul style="list-style-type: none"> - Boat access + pedestrian access on south side - Enlarge boundary to allow for further water access and trails, etc. <ul style="list-style-type: none"> - Home - Safe - Quaint - Community / neighbourhood <ul style="list-style-type: none"> - Connection to water - Recreation + leisure (4-season) <ul style="list-style-type: none"> - Inclusive (re: businesses) <ul style="list-style-type: none"> - Accessible - Connectivity - “Jewel in the Rough” |
| <p>In the future, Keewatin will mark the gateway to the Great Canadian Shield through its accessibility, outdoor lifestyle, while retaining its identity as a charming community</p> <ul style="list-style-type: none"> - Roads and sidewalks will be maintained to “resort standards” - Streetscaping will include “Boreal-type” design and colour pallets will be established through specific guidelines - Keewatin will be accessible by all means of transportation in all seasons |

- Keewatin will feature clear wayfinding signage, mapping, sightlines, points of interest, etc.
 - Keewatin’s heritage interpretation will be integrated into design
 - We will promote unique independent businesses + industries - culture

Online Survey

Following the workshop, members of the KWG and the broader Keewatin / Kenora community were invited to complete an online survey at www.kenoraonline.com. The survey contained a total of eight (8) questions, including:

What is the Vision for Keewatin?

1. Describe in 1 or 2 words what you think of when you hear the word “Keewatin.”
2. Describe in 1 or 2 words what you would like Keewatin to be in the future.
3. A CIP is a tool that allows the City to encourage and stimulate economic development and community revitalization through financial incentives. CIPs provide many community benefits such as:
 - a. Stimulating private sector investment in targeted areas through grants and loans from the City.
 - b. Promoting revitalization and place-making to attract tourism, business investment, and economic development opportunities.
 - c. Developing affordable housing.
 - d. Promoting brownfield cleanup and redevelopment.
 - e. Enhancing streetscapes and building façades.
 - f. Effectively use community infrastructure.

The CIP will cover all of the topics below. What do you think should be the top priority?

- Redevelopment for the provision of affordable housing
- Building façade improvements (e.g. signage, colours, materials)
- Streetscape improvements (e.g. street lighting, landscaping, street furniture)
 - Brownfield redevelopment

Please explain why you chose this as the priority.

4. Which sites or locations would be desirable for affordable housing?
5. Which buildings / businesses should be the focus for façade improvements?
6. Which street corridors should be a priority for beautification through enhanced streetscaping? Ottawa Street? Highway 17 West? Both? Other street corridor?
7. Which sites should be the focus for brownfield redevelopment?
8. Additional information:
Are you a resident of Keewatin?



If yes, how long have you been a resident of Keewatin?
Do you have any other questions, comments, or concerns?

The results of the survey for each question are illustrated and described below. In general, respondents communicated a strong pride in the community, in most cases having lived there for several decades. Over time, they have witnessed businesses and people leave Keewatin, and wished to see it succeed again in the future.

Support for affordable housing was strong, especially to accommodate seniors and attract new residents. The Keewatin Ball Park, the Bigway, the old Royal Bank, and other vacant or underutilized sites were identified as prime locations for new housing.

Streetscaping and facade improvements were also popular, particularly along Ottawa Street and Highway 17. Superior Street was also believed to need improvement and repair.

In general, respondents wished to see more businesses to provide basic services, such as a bank and grocery store, as well as facilities that cater to seniors in the community.

A total of 86 surveys were submitted (59 online and 27 were completed by hand from residents at seniors homes, and from residents and tourists who visited the Two Bears Marina).

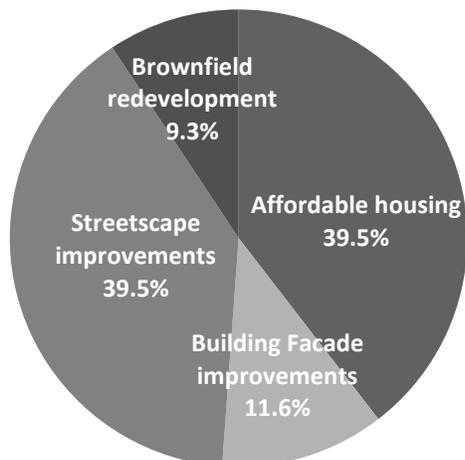
Summary of Question 1: Describe in 1 or 2 words what you think of when you hear the word "Keewatin."

targeted areas through grants and loans from the City; Promoting revitalization and place-making to attract tourism, business investment and economic development opportunities; Developing affordable housing; Promoting Brownfield cleanup and redevelopment; Enhancing streetscapes and building facades; and Effectively use community infrastructure.

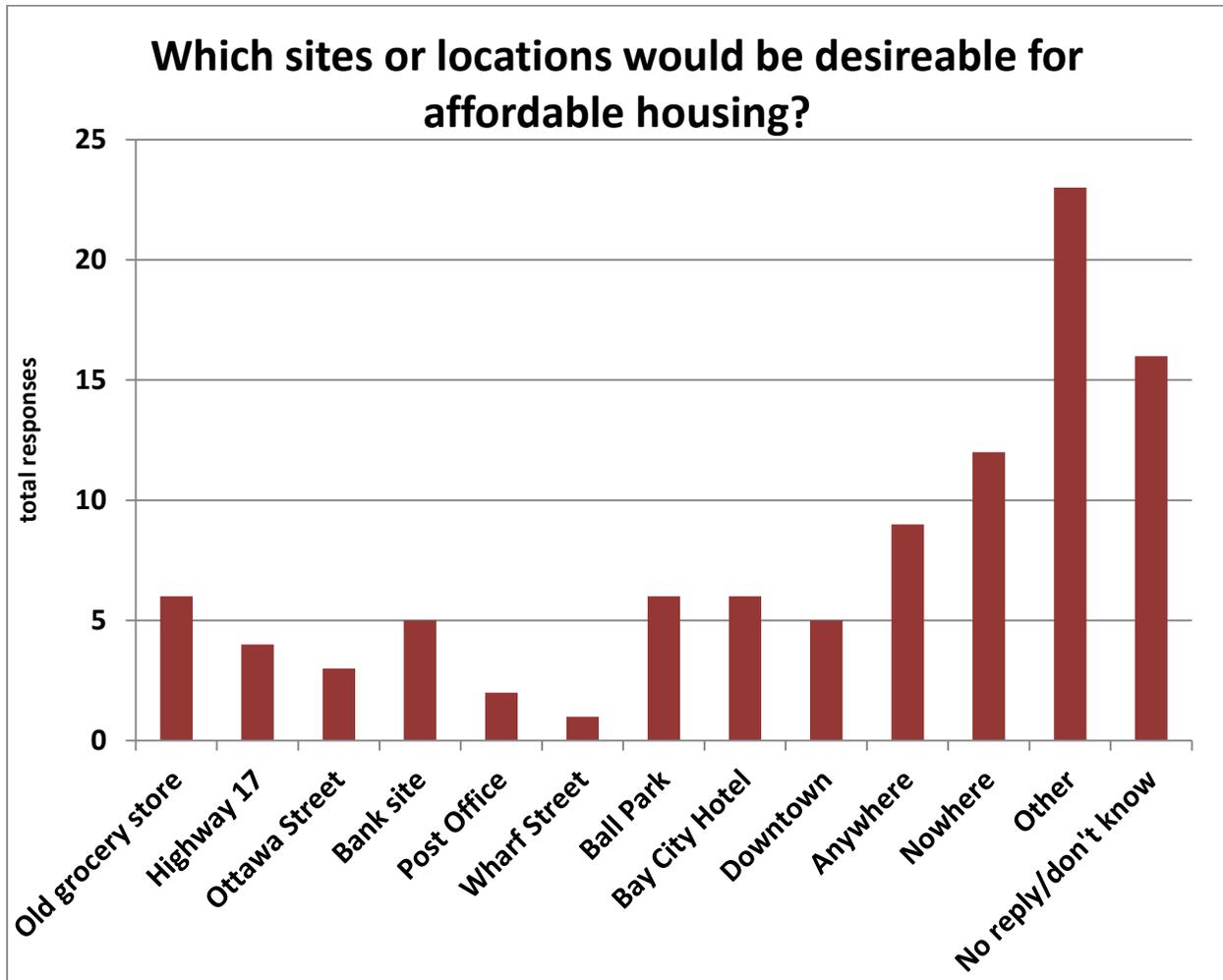
The CIP will cover all of the topics below. What do you think should be the top priority?

- Redevelopment for the provision of affordable housing
- Building facade improvements (eg. Signage, colours, materials)
- Streetscape improvements (eg. Street lighting, landscaping, street furniture)
 - Brownfield redevelopment

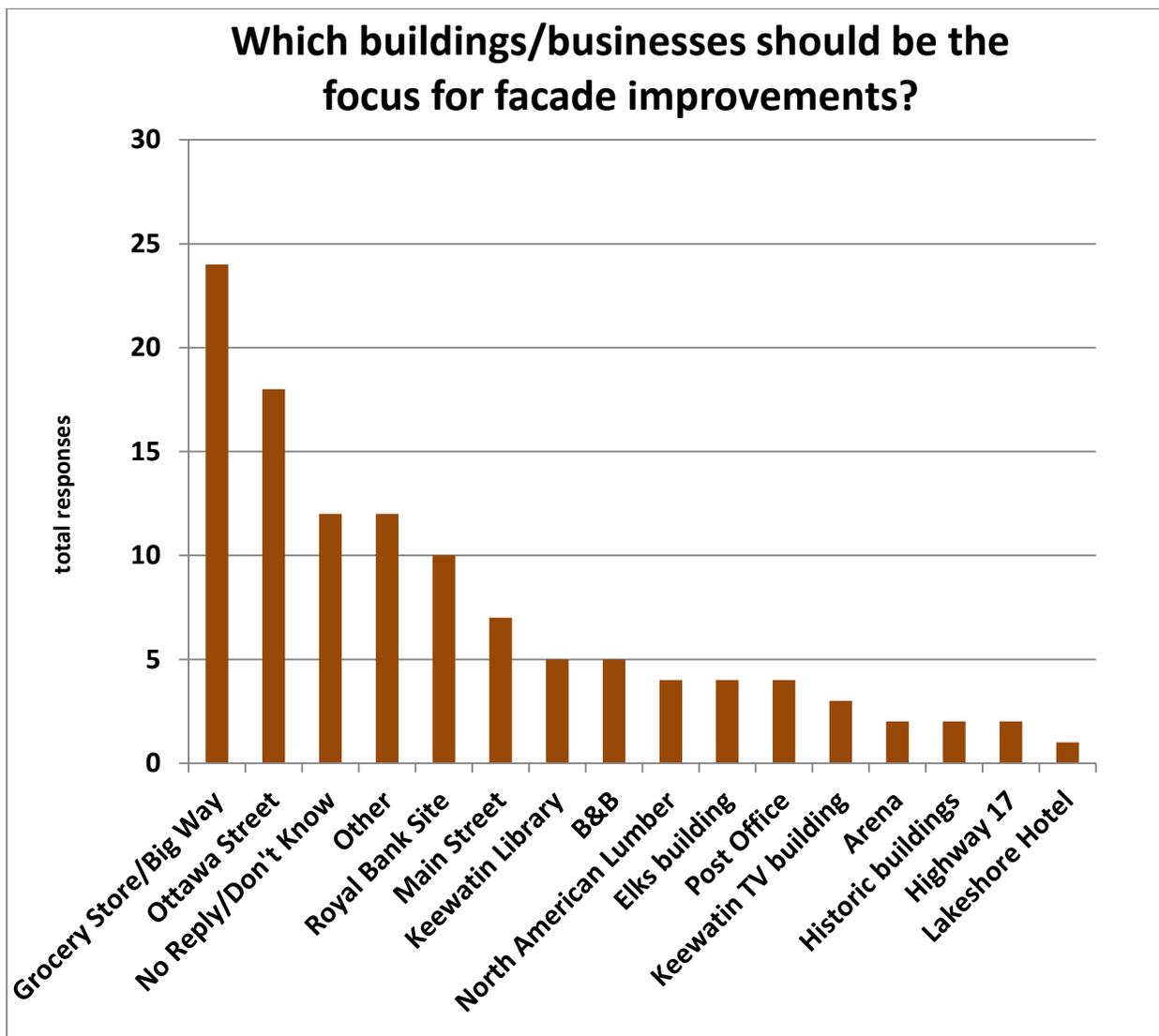
What do you think should be the top priority for Keewatin's Community Improvement Plan?



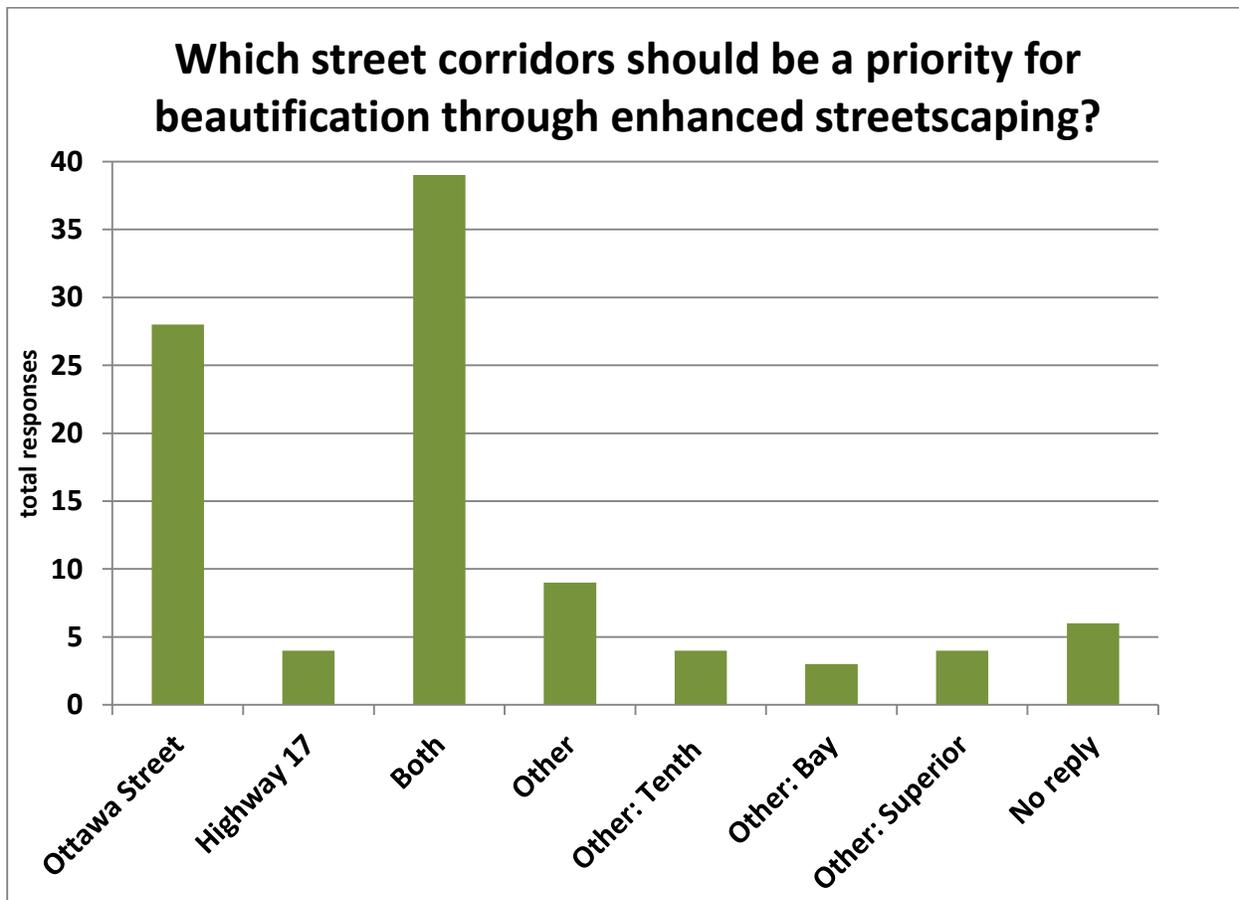
Results of Question 4: Which sites or locations would be desirable for affordable housing? Please note that the locations listed in the graph below were suggested by respondents, and that the total number of responses here adds up to more than 86 (the total number of responses collected) as every suggested location was counted even when multiple suggestions were made on a single survey. Please also note that some other specific locations were recommended as well. Please refer to the complete survey data for a full list.



Results of Question 5: Which buildings / businesses should be the focus for façade improvements? Please note that the locations listed in the graph below were suggested by respondents, and that the total number of responses here adds up to more than 86 (the total number of responses collected) as every suggested location was counted even when multiple suggestions were made on a single survey. Please also note that some other specific locations were recommended as well. Please refer to the complete survey data for a full list.

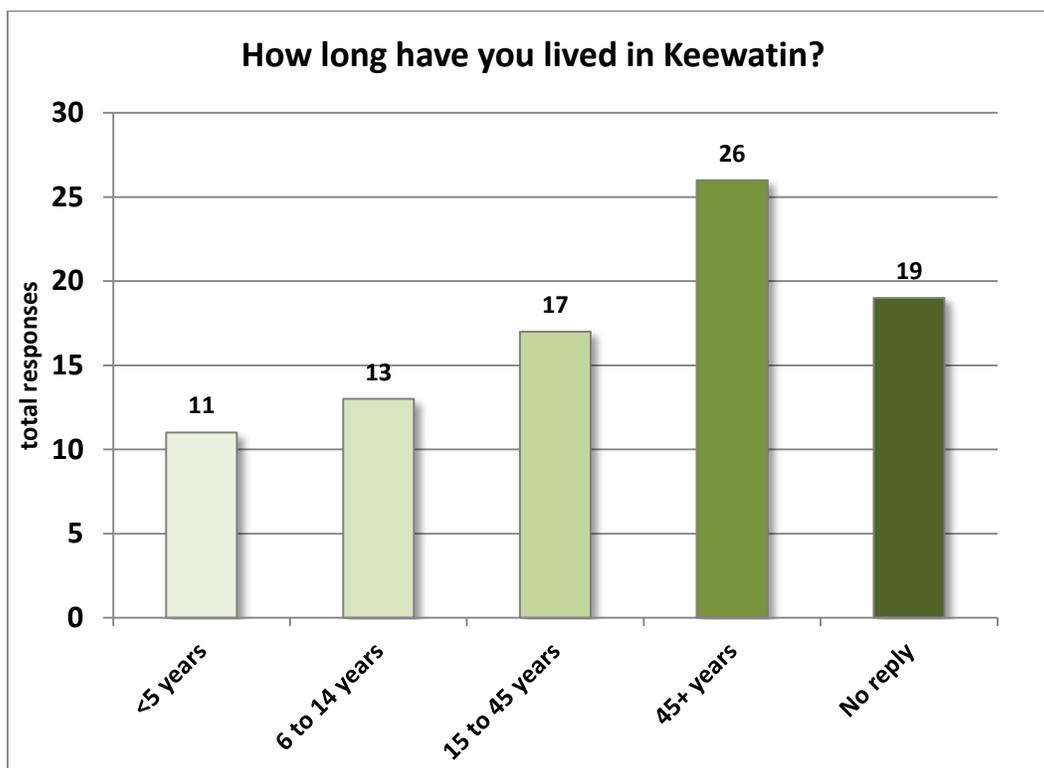
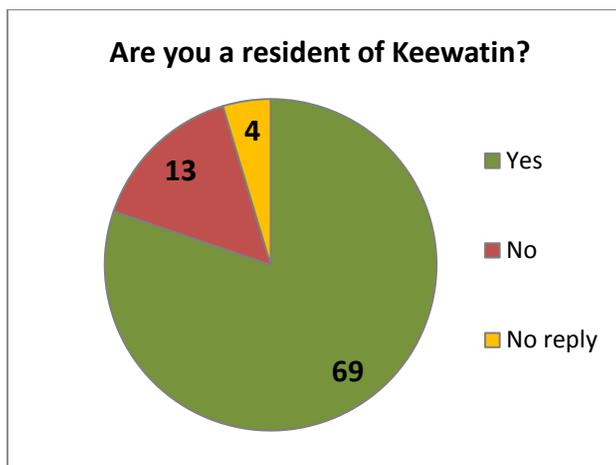


Results of Question 6: Which street corridors should be a priority for beautification through enhanced streetscaping? Ottawa Street? Highway 17 West? Both? Other street corridor? Please note that where respondents suggested other locations, these have been listed only when they were suggested more than once. Some other locations were recommended as well. Please refer to the complete survey data for a full list.



Results of Question 7: What sites should be the focus of brownfield redevelopment? 37 of 86 respondents (43%) indicated that they did not understand the meaning of the term "brownfield", put a "?" in the response box or replied "n/a" or "unsure". Other respondents listed things they would like to see built in the community: "we need a grocery store", and "we need a seniors' activity centre". As there seems to have been a broad lack of understanding of the question, responses to this question have not been graphed. A number of locations were suggested however, and these include the Mill area, Royal Bank site, ball park, and others.

Results of Question 8: Question 8 contains demographic information and the “any other comments” section. Demographic data is displayed in the tables below. The complete list of other comments is also attached below. Please note that some individuals have been asked to be informed of the results of the survey and have provided contact information.



Other comments received as part of question 8:

| |
|--|
| Services in Keewatin have gone downhill since amalgamation, especially snow removal to roads and sidewalks. Keewatin on its own did a much better job! |
| Where is brownfields? |
| We have many vacant buildings to use for developing |
| For Keewatin to grow - we need library, some kind of big facility, post office |
| I wonder if any of this will really occur! |
| Would like to see more animal contact, specifically cats |
| Improve bus service, change ATM machine to local area |
| ATM downtown |
| Try? |
| Please bring back essential services, improve bus service, change ATM in Keewatin place to permit cheque deposit if we cannot have a bank. |
| Glad this is being discussed |
| Our parks and sidewalks are disgusting with dog droppings |
| We need shopping bus |
| We need a shopping bus as we have no close store to buy our daily needs. Even if we have to pay a small sum to use it. |
| The two towns should work better together |
| Things have been taken from us we need to have all this returned to make it comfortable |
| Please don't eliminate the library |
| See above pages. |
| Long came the winter of 2014. I live in apartment building unable to get out even to go to the post office. Snow 3 and 4 feet deep couldn't use the walker. Never felt so house bound in my life before. We all need to be treated as your neighbour. We did not create the problems. |
| Stop wasting taxpayers money on your so called redevelopments! |
| As far as I am aware, this survey was only available online. I think a hard copy should have been available so more people could complete the survey, particularly seniors who may not have access to a computer to complete the online survey. There are a lot of seniors in Keewatin with much valuable insight to offer and I think perhaps the city is missing out on their input. |
| Re-open Big Way, Keewatin Place pricey, inconvenient |
| Personally - I go to Kenora to shop as there is nothing in Keewatin. |
| I am excited about the opportunity comment and the future of Keewatin. I would also like to see more accessibility to the lake no docking signs should never be on a dock! |
| That all the vacant houses look bad due to the grass not being mowed and the houses or/and garages in need of repair. |
| Keep Keewatin unique - we are NOT Kenora nor do we want to look like Kenora! |
| It could be a trendy little artisan community that can attract families with an amazing walkability score to all amenities |
| Keewatin is a desirable community to live in. Let's make it great! |
| As stated, we have received nothing from amalgamation. Start treating the residents here with more respect! |



| |
|---|
| City should improve infrastructure for permanent residents who live here year round and support the community. |
| This redevelopment has been a long time coming |
| Since the closure of Southview Bistro, there are no more outdoor local patios where friends can meet for a dinner/drinks during the summer. We really miss that! Many of our friends have expressed the same... |
| Keewatin needs a hub spot and a coffee shop with local crafts foods wares would be awesome - Could be a mini economy within and for Keewatin plus a draw for Kenorites and tourists |
| Old ball park developed for seniors (lawn bowling) bocce ball etc. |
| Keep the info flowing! |
| Don't litter this area with low income housing. I like our safe community |
| None thanks for asking. |
| There are no financial institutions or grocery stores within walking distance or reasonable delivery fees. Everything is in Kenora but our taxes are the same as fully serviced areas. |
| Thank you for allowing residents to give their opinion on this forthcoming development. It does need to happen sooner than later; Keewatin has been neglected far too long and too much emphasis put on the Harbourfront in Kenora. We have a lot to offer for tourism as well - the beautiful Keewatin Beach, Beatty Park, the historic Mather Walls home; the pot holes, playgrounds (and I would like to state that the park at the Old Keewatin Ball Park always has young children/families at the playground; we need to keep our library, and our arena - if you want young families you have to have those available. |
| Please insist all development initiatives are environmentally sound |
| I don't want our community a place for low rental. |
| Happy to follow along |
| Belle Ave is in need of some attention, very poor shape |
| I think Ottawa street should be developed as a destination for shopping eg. gift shops local artists coffee shops etc. |
| We are on the lake. We do some shopping in Keewatin. |
| How do we get involved in this process? |
| Make Keewatin a priority! It's the first thing people see when they drive in from Winnipeg. If we're trying to attract tourists, we need to make all of Kenora feel welcoming and safe. |
| No I participated in the Keewatin Neighbourhood working group |

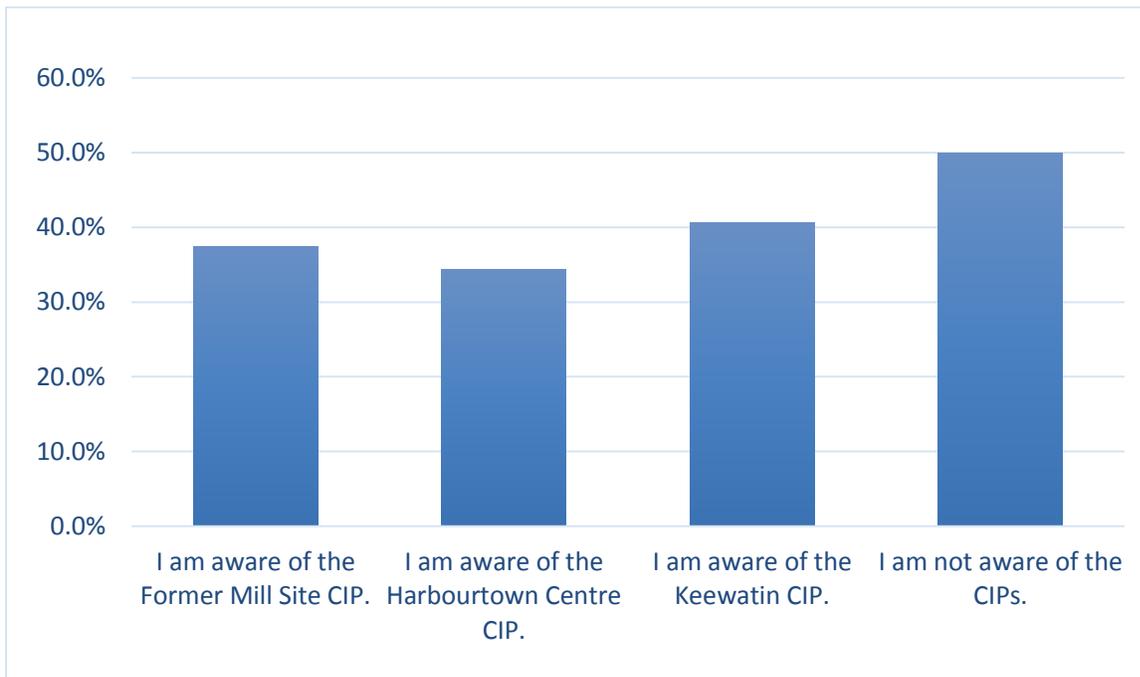


Appendix B: 2017 Community Consultation

Appendix B: 2017 Community Engagement

In preparing the 2017 update to the CIP, the City distributed a survey to members of the Kenora & District Chamber of Commerce (KDCC), Kenora Construction Association (KCA), Harbourtown BIZ, and other property owners and business operators in Harbourtown Center. Individuals were also invited to complete the survey on the City of Kenora’s website. Thirty two (32) survey responses were received. The following provides a summary and analysis of each question. To obtain complete survey responses, please contact Devon McCloskey, City Planner by phone (807-467-2059) or email (dmccloskey@kenora.ca).

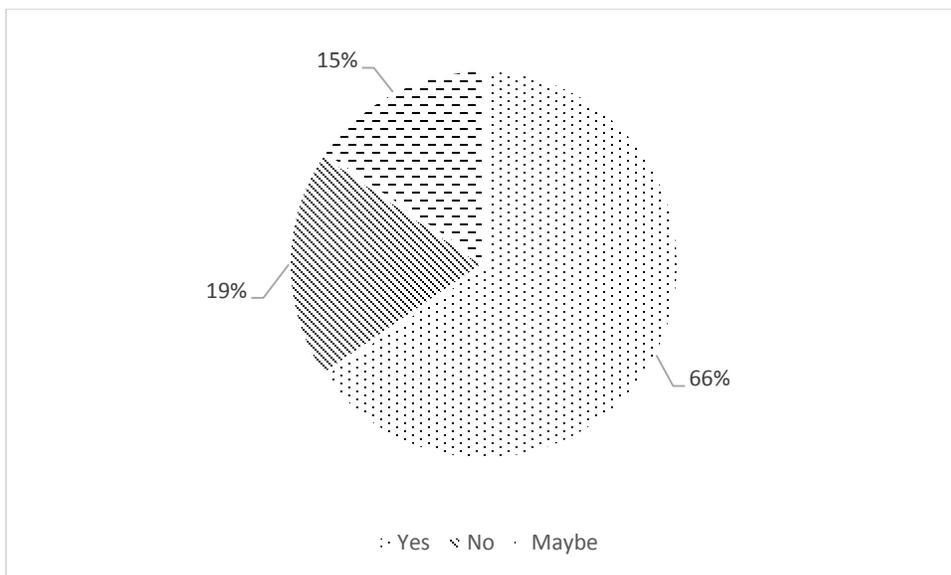
Q1: Are you aware of the City’s Community Improvement Programs (CIP)? The City currently has three CIPs: the Former Mill Site CIP (2011), the Harbourtown Centre CIP (2012), and the Keewatin CIP (2015).



Q2 & Q3 Have you submitted an application under an existing CIP? If so, what type of grant?

One respondent of the 32 had submitted an application. The individual applied for a signage grant.

Q4: Would an Affordable Living Grant help facilitate creation of housing in Harbourn town and the Former Mill Site?



66% of respondents believed that such a grant would be beneficial while 19% did not and 15% were undecided. One respondent believed the Mill Site should be reserved for a new hospital. Other respondents commented on the current unaffordability of housing in Kenora.

Q5: How many years has your business existed in Kenora?

Average: 19 years

Median: 8 years

Businesses were split into two groups: those that had existed for 8 years or less and those that had existed for more than 25 years. Of the 32 responses, only 2 businesses were between 8 and 25 years old.

Q6: Why did you choose to establish your business in Kenora?

A majority of respondents said that they established their business in Kenora because they were **long-time residents** or had **family connections**. Many residents also indicated that **business opportunities** drew them to the City, sometimes related to tourism. Other notable answers were the **community feeling** in Kenora and the **location**.

Q7: What are the key challenges for businesses in Kenora?

Many respondents mentioned **taxes** being too high. Other major themes were **lack of qualified labour** and **high servicing costs**. Three respondents mentioned **homelessness**.

Q8: What kind of incentives do you think the City could offer to alleviate the challenges identified in Question 7?

Responses to this question had three major themes: **lower taxes, lower servicing costs,** and **create more housing**. Specific suggestions included winter subsidies on certain taxes/rates to help businesses during the tourism off season and improved highway signage directing people to downtown Kenora.

Q9: What are the key challenges for housing development in Kenora?

Responses to this question had three major themes: **high construction costs, lack of affordable and serviced land available,** and **challenging regulatory environment** (building inspection, building code, fire code, and other requirements).

Q10: What kind of incentives do you think the City could offer to alleviate the challenges identified in Question 9?

Responses to this question were variable. Some key themes are listed below:

- Provide serviced land for sale (Industrial park on Jones Road was given as an example)
- Lower taxes
- Assistance for developers to navigate the system to obtain required approvals, including more City staff
- Financial incentives (cash per residential unit, incentives for interior building improvements, funding to offset cost of servicing land)
- Better publication of existing grants

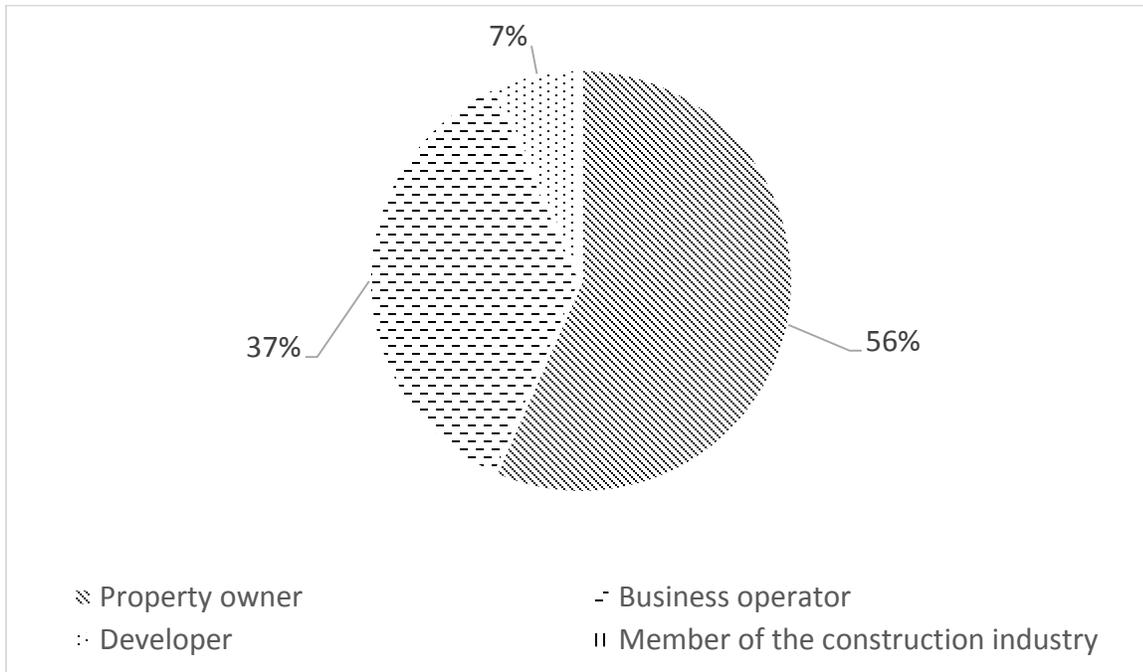
Q11: What are the key opportunities for housing development in Kenora?

Many respondents identified **housing for seniors** and **retirement communities** as potential opportunities.

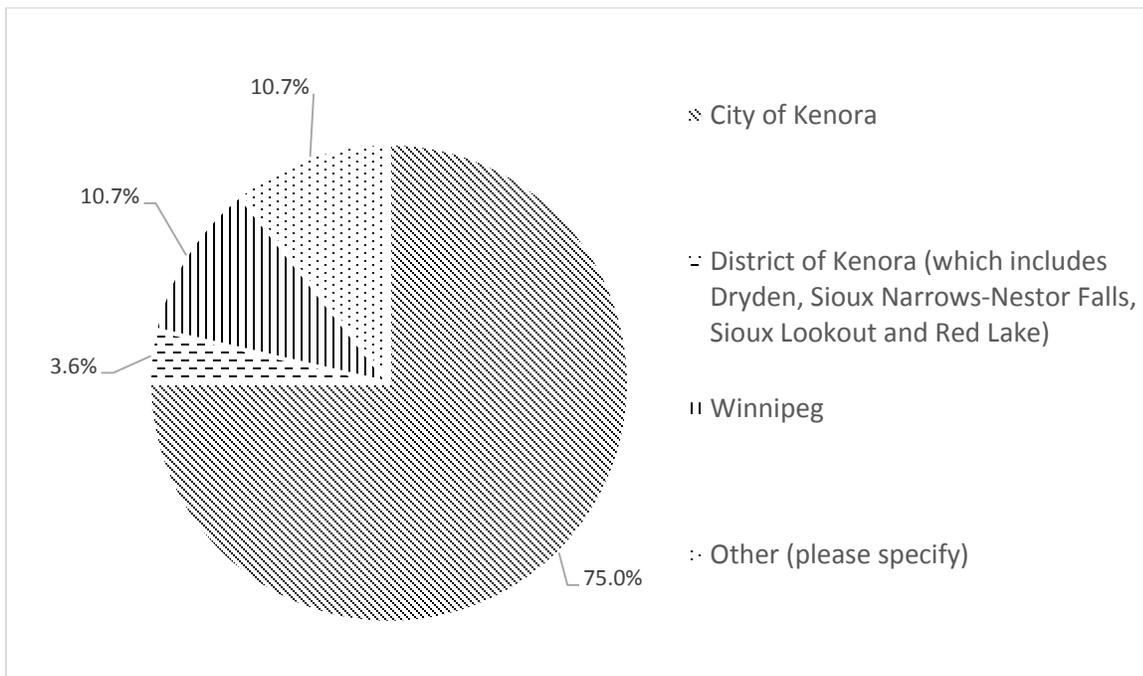
Q12: What kind of incentives do you think the City could offer to capitalize on the opportunities identified in Question 11?

Some respondents expressed a desire for **expanded financial housing incentives** including tax incentives and cash contributions per unit. Other suggestions included **reductions or rebates for servicing or permits**.

Q13: Respondent demographics



Q14: Head office location





Keewatin Community Improvement Plan

Council Adoption March 14, 2017

Three respondents selected "Other":

- Toronto (2)
- Chatham, ON