# City of Kenora

## **Community Improvement Plan Review**

**Final Community Improvement Plan Background Report**May 2025







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May 2025

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#### **City of Kenora**

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Appendix B Community Survey Results

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## **Land Acknowledgement**

In the spirit of reconciliation, the City of Kenora acknowledges that we are on the traditional territory of the Anishinaabe and Metis of Treaty #3. The City of Kenora was originally the land base of one collective First Nation community, which was separated into three communities now known as Wauzhushk Onigum, Niisaachewan, and Washagamis Bay First Nations. Kenora now sustains many others, all of whom have been welcomed to peacefully share and care for these ancestral Lands and Waters. To support stewardship of the land, the City recognizes the importance of a strong relationship with our Treaty #3 partners. The City of Kenora acknowledges that our economy greatly benefits from the Anishinaabe and Metis that live in and around the City.



## 1.0 Introduction

The City of Kenora is undertaking a review of its three existing Community Improvement Plans (CIPs), which focus on Harbourtown Centre, the Former Mill Site, and the neighbourhood of Keewatin. The CIPs were originally prepared in 2007, 2011, and 2015, and all three CIPs were last reviewed and updated in 2017. Through the CIPs, the City promotes economic development, revitalization, and affordable housing through a series of financial incentive programs available for private property owners in targeted areas. The CIP Review project represents an opportunity to review the existing CIPs, the Community Improvement Project Areas where they apply, and the available financial incentive programs to prepare one consolidated CIP, and refine the financial incentive programs to support continued economic growth and vibrancy in Kenora, with an added focus on enhancing support for housing development.

#### 1.1 What is a CIP?

A CIP is a planning and economic development tool for municipalities to promote community revitalization and often serves as a catalyst for achieving economic, community planning, and urban development goals. Municipalities use CIPs to enable a wide range of policies and financial incentive programs that encourage private investment, and to support strategic municipal initiatives, aimed at the revitalization of targeted areas. A CIP identifies the local needs, priorities, and circumstances for designated Community Improvement Project Areas (from large areas to specific streets and properties), which are usually in transition and in need of maintenance, rehabilitation, development, and/or redevelopment.

CIPs can provide several benefits for a community, such as:

- Stimulating private sector investment in targeted areas through grants and loans provided by the municipality;
- Promoting revitalization and place-making to attract tourism, business investment, and economic development opportunities;
- Developing affordable housing;
- Promoting the cleanup and redevelopment of "brownfield sites", which are former industrial or commercial properties that are typically vacant or underutilized, and have some form of environmental contamination that must be remediated prior to redevelopment taking place;



- Enhancing streetscapes, landscaping, building façades, signage, and accessibility;
- · Improving energy efficiency; and
- Encouraging the effective use of community infrastructure.

In general, CIPs are not intended to support "greenfield" development in previously undeveloped areas, but rather to improve conditions in existing urban areas. Under Section 106 of the Municipal Act, municipalities are prohibited from directly or indirectly assisting industrial or commercial enterprises. However, municipalities are exempt from these restrictions if they are exercising their authority under Section 28 of the Planning Act, to promote community improvement initiatives. Section 28 of the Planning Act enables municipalities to:

- Designate by by-law a specific property, area, or entire community covered by an Official Plan as a Community Improvement Project Area;
- Acquire, hold, clear, grade, or otherwise prepare land for community improvement;
- Construct, repair, rehabilitate, or improve buildings on municipal land;
- Sell, lease or otherwise dispose of municipal land;
- Provide grants or loans to owners, tenants and their assignees within the community improvement area to pay the whole or any part of identified eligible costs; and
- Provide property tax assistance for environmental remediation purposes.

A municipality's Official Plan must contain policies to enable the preparation of a CIP, and the municipality also requires a by-law designating a Community Improvement Project Area.

Under Section 28 of the Planning Act, once an area has been designated a Community Improvement Project Area, a variety of financial assistance programs may be implemented. These programs may include grants or loans to property owners and tenants to help cover the



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costs of improvements to eligible properties. The most common use of a CIP is to enable grants to assist private property owners in improving their properties, including undertaking improvements to façades, signage, and landscaping, and to assist with the costs of improving historic properties. CIPs may also be used to promote the remediation and redevelopment of brownfield sites, as well as the revitalization of commercial, industrial, institutional, and even rural areas. Under a CIP, a municipality may issue grants and loans to help support redevelopment and infill development projects by providing incentives to increase the assessed value of a property (tax increment equivalent grants), offering rebates on planning and application fees, or providing direct grants or loans to help finance redevelopment and intensification projects.

### 1.2 Why is the City Reviewing its Existing CIPs?

The City of Kenora is reviewing its three (3) existing CIPs – Harbourtown Centre, Former Mill Site, and Keewatin – with the aim of replacing them with a single, integrated CIP for the entire City. The new CIP will contain expanded and enhanced financial incentive programs, with an added focus on fostering housing development opportunities and providing related incentives across the City.

The City is also interested in pursuing the national Housing Accelerator Fund (HAF) to support housing development, and the potential to use the HAF, or other similar Provincial or federally-funded programs, to assist in implementing the new CIP. The HAF is a program administered by the Canada Mortgage and Housing Corporation (CMHC), which has a goal to accelerate the supply of housing across Canada. To date, the City has not received Housing Accelerator Funding.

The extent and boundaries of the Community Improvement Project Areas (CIPAs) where the existing CIPs currently apply will also be reviewed, to ensure that the tools and incentives available through the new CIP are available to support economic revitalization, including development and housing affordability projects in the right locations.

## 1.3 CIP Background Report Overview

The purpose of the Final CIP Background Report ("the Report") is to outline the need for updates to the existing Harbourtown Centre, Former Mill Site, and Keewatin CIPs. The Report provides a review of policy frameworks, analyzes the existing CIPs, and provides a jurisdictional scan. The Draft Report (February 2025) was circulated for review to the

Technical Advisory Committee (TAC) for the CIP Review project, as well as the CIP Working Group. The Draft Report was also made available for public review on the City's project website, prior to Public Open House #1 and the launch of the Community Survey and the CIP Prospective Applicant Survey which were conducted over March 2025.

The preparation of the new CIP will be based on the information contained in this Report, and comments received through the project's engagement process. This Report is organized as follows:

- Section 2 outlines the regulatory planning framework applicable in the City of Kenora for the preparation of the CIP, including a review of the City's existing CIPs;
- **Section 3** provides an overview of the **community engagement** plan for the CIP Review project, as well as the results of the initial engagement activities conducted with the CIP Working Group and the public in March 2025;
- Section 4 presents a proposed Vision statement and goals for the new CIP;
- Section 5 examines CIP opportunities, informed by: a scan of other comparable Ontario
  municipalities that have developed CIPs, some of which have received Housing
  Accelerator Funding; and an overview of potential financial incentive programs the City of
  Kenora may consider to support revitalization and housing development;
- Section 6 provides a summary of next steps in the City of Kenora CIP Review project process;
- Appendix A presents the results of the CIP Working Group Visioning Workshop;
- Appendix B includes the Community Survey Results; and
- Appendix C provides the CIP Prospective Application Survey Results.

# 1.4 CIP Review Process and Official Plan / Zoning By-law Review Integration

Concurrently with the CIP Review, the City of Kenora is also undertaking the legislated review of its Official Plan and Zoning By-law, pursuant to Sections 17, 26, and 34 of the Planning Act, R.S.O. 1990, as amended. The Planning Act is the Provincial legislation that sets out the legal framework and requirements for land use planning in Ontario. The current Official Plan was adopted on May 19, 2015 and approved by the Ministry of Municipal Affairs and Housing (MMAH) on November 5, 2015. The current Zoning By-law (101-2015) was adopted by City Council on December 15, 2015 and is in full force and effect.

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The CIP Review process was initiated in Fall 2024 and will continue through Summer/Fall 2025, at which time the new CIP will be brought forward for Council Adoption, as illustrated in Figure 1-2. The Official Plan Review and Zoning By-law Review are expected to be completed in Spring 2026 and Summer 2026, respectively. The first round of community engagement activities took place concurrently for all three projects in March 2025 (see Phase 2 in Figure 1-2).

#### 1.5 **Community Profile**

#### 1.5.1 Background

The City of Kenora is located in Northwestern Ontario, on the Canadian Shield, just 50 kilometres from the Manitoba border and 200 kilometres east of Winnipeg, and is part of Treaty 3 territory. Kenora is perched on the north shore of Lake of the Woods with 14,522 islands and 65,000 miles of shoreline. The City has a land area of approximately 249 km<sup>2</sup> (Official Plan, 2015). A key map of the City of Kenora is shown in Figure 1-1.

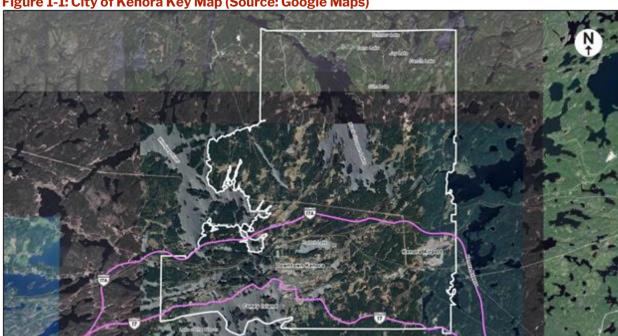




Figure 1-2: Community Improvement Plan Review Project Process

Phase
Project Initiation and
Pre-consultation
Fall 2024

#### **Engagement Milestone**

- Project Initiation Correspondence with Ministry of Municipal Affairs and Housing
- City Project Webpage Launch

**Project Deliverables** 

 Engagement Strategy and Communication Plan

Phase Background Recommen Fall 2024 – S

**Background Review and Recommendations**Fall 2024 – Spring 2025

Phase Draft / Final Community Improvement Plan Summer – Fall 2025

City Staff Technical Advisory Committee (TAC) Meeting #1

CIP Working Group Meeting #1 – Project Introduction

- Council Briefing Presentation
- Council Visioning Session
- Public Open House #1
- CIP Working Group Visioning Workshop
- Online Community Survey and CIP Prospective Applicant Survey
- CIP Working Group Meeting #2 Final CIP Background Report
- City Staff TAC / CIP Working Group Meeting #3 Review Draft CIP
- Statutory Public Open House Present Draft CIP
- Statutory Public Meeting Present Final Draft CIP
- · Council Adoption Meeting Present Final CIP

CIP Background Report

- Draft CIP
- Final Draft CIP
- Final CIP



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#### 1.5.2 Population

The City's base population is approximately 15,600 as of 2023¹. Given Kenora's unique location, there are estimates that the population is expected to double – approximately 30,000 to 40,000 people – during the summer as seasonal residents visit from outside the region. The Statistics Canada 2021 Census listed the population of the Census Agglomeration as 14,967, which represents a decrease of approximately 0.85% from the 2016 population of 15,096. The population of the greater District of Kenora is approximately 66,000 as reported in the 2021 Census, an increase of 0.7% from 65,333 which was reported in the 2016 Census.

Like many communities in Northern Ontario, the City of Kenora is facing the challenge of maintaining and increasing its population. The City continues to experience an aging population similar to the national average. The 2021 Census reports the following age distribution in the City: 15% of residents are aged 0-14 years; 63% of residents are aged 15 to 64 years; and 21% are aged 65 years and over. Of the 21% aged 65 years and over, 3% are aged 85 years and over. The growing cohort of older adults has specific needs that must be met to ensure that they can continue to fully engage and participate in the community, including through the provision of services and infrastructure that cater to all ages and mobilities.

In the 2021 Census, 98.5% of residents (14,425) identified English as their mother tongue, 1.4% (200) identified French, and 0.07% (10) identified a non-official language. Aboriginal languages were identified as the mother tongues of 175 residents and include Cree-Montagnais, Cree N.O.S., Ojibway-Potawatomi. Non-official languages were identified as the mother tongues of 525 residents and include Afro-Asiatic, Arabic, Austronesian, Indo-European, Germanic, Greek, Indo-Iranian, Italic, among others.

Approximately 3,595 residents identified as Indigenous in 2021, with 1,830 residents identifying as First Nations single identity, and 1,680 residents identifying as Métis single identity. There are 640 residents who identified as being immigrants to Canada.

<sup>&</sup>lt;sup>1</sup> Postcensal Population Estimate, Statistics Canada, 2023 (Draft City of Kenora Population, Dwelling and Employment Projections Preliminary Assessment, 2024 (metroeconomics))



#### 1.5.3 Housing

The 2021 Census documented 6,510 housing units within the City, of which 77% (5,020) were single-detached dwellings, 19% (1,220) were attached dwellings (i.e., semi-detached, row house, apartment in a duplex, or apartment in a building that has fewer than five storeys), 2.5% (165) were apartments in a building that have five or more storeys, and 1.3% (85) movable dwellings.

The City of Kenora is currently undertaking a Housing Needs Assessment to capture the current housing shortfall in the municipality. This is the first time that such a study is being undertaken by the City, however it is estimated that the current shortfall is approximately 1,750 units. The result of this study must be added to the growth projections developed by metroeconomics as part of the Official Plan Review, to demonstrate the housing shortfall today and growth requirements moving forward. The estimated completion date for Housing Needs Assessment study is Q3 2025.

#### 1.5.4 Land Use

The City of Kenora was incorporated in 2000 by the amalgamation of the Towns of Kenora, Keewatin, and Jaffray Melick.

The City of Kenora is a northwestern hub, providing services to the surrounding areas, including Indigenous-led programming and services. It was recently announced that the Kenora Chiefs Advisory, in partnership with the Kenora District Services Hub, will be launching an Indigenous-led HART hub in Kenora, which will deliver a range of support services. Further, the Ontario government announced an investment of over \$28M to support the construction of the new the new Waasegiizhig Nanaandawe'iyewigamig Aboriginal Health Access Centre (WNHAC) in downtown Kenora.

The City's commercial focus is primarily in Harbourtown Centre along Second Street South, from Main Street South to Fifth Avenue South. Some larger-scale commercial uses are located further east of Harbourtown Centre along the TransCanada Highway 17 between River Drive and Mikana Way. Additionally, some commercial uses have developed in the following areas:

- Railway Street;
- TransCanada Highway 17 towards the rural areas;



- · Veterans Drive towards Redditt Road;
- Lakeview Drive; and
- TransCanada Highway 17, west of Keewatin.

Keewatin is the City's "gateway" from the west, and has a full range of services including residential, commercial, and recreational. With Keewatin's location on the waterfront, its beaches, parks, and other recreational areas are an attraction for tourists and seasonal residents, including the Keewatin Beach, Beatty Park, and Bowman Electric Memorial Arena. As a neighbourhood in the City, Keewatin plays a significant role in raising the profile of Kenora. Keewatin is currently designated as a Community Improvement Project Area.

The proposed new All Nations Hospital in Kenora is a partnership between the Lake of the Woods District Hospital (LWDH) and Ogimaawabiitong Kenora Chiefs Advisory (KCA). The All Nations Hospital is proposed to be built on the site of the former Kenora Forest Products Mill. Once built, the new hospital campus would replace the existing Lake of the Woods District Hospital and include approximately 81 patient beds, an emergency room (ER), operating rooms, an intensive care unit (ICU), MRI equipment, among other services. The All Nations Hospital is also proposed to include an Indigenous Resource Centre, ceremonial room, traditional kitchen, traditional healing rooms, and sweat lodge. This new campus will integrate western medicine and Traditional Healing. The All Nations Hospital campus, located on Lakeview Drive east of Cameron Bay, will be the largest medical facility in the District of Kenora, and a major hub for health services in Northwestern Ontario. A 50% increase in staffing is anticipated with this new campus.

Additionally, it was announced in 2024 by the Wiigwas Elder and Senior Care's board, that a new long-term care facility will be developed at the same site as a the All Nations Hospital. The new facility will include 151 long-term care beds and would replace the existing Wiigwas home located at 237 Lakeview Drive – increasing capacity by approximately 60 beds.

The Kenora Airport opened a new terminal in September 2018, which won the 2019 Ontario Wood Design Awards because of the use of wood as a structural element, which is uncommon for aviation terminal designs, as well as the use of roof and floor joists that were manufactured in Kenora.



Residential development in Kenora is primarily low-rise and compact, and is based on a traditional grid network of streets, particularly around the Harbourtown Centre, and in Keewatin. The former Abitibi Mill site has been subdivided into 15 lots for future development, with five (5) new apartment blocks planned in the short- to medium-term. Other blocks will be developed with a 4-storey commercial building, the Grand Council Treaty 3 head office, the regional office of the Ontario Power Generation and Enbridge Gas, and a new Indigenous technical school, and a cold storage facility. An office for local businesses, student housing, and hotel are also proposed for this site.

The City's rural area is characterized by low-density residential development, waterfront residential uses, and limited farm, tourist commercial, and resource-based operations. These areas are generally occupied by resource activity, resource-based recreational activity, and a mix of rural-oriented land uses.

#### 1.5.5 Recreation and Community Facilities

There are a variety of recreation opportunities, picnic areas, green spaces, play structures, and public-access waterfront areas that are owned by the City, including:

Anicinabe Park (Figure 1-3), which includes a beach, picnic area, play structure, boat ramp and campsites;



Figure 1-3: Anicinabe Park (Source: www.tripadvisor.ca)



- Beatty Park, which includes picnic area and gardens;
- Bowman Electric Keewatin Memorial Arena;
- Central Park Outdoor hockey rink, baseball fields, and community club;
- Coney Island Beach Park, which includes a beach, picnic area, and play structure;
- Evergreen Community Club outdoor hockey rink;
- Garrow Park, which includes a beach, pickleball courts, play structure, docks, picnic area, rowing club, outdoor exercise stations, and disc golf;
- Jack Robinson Park, which includes a picnic area and gardens;
- Jaffray Melick Lookout Point, which includes a gazebo and gardens;
- Jarnel Contracting Pavilion, an outdoor space available to rent for events and functions;
- JM Sportsplex indoor field, outdoor baseball fields;
- Keewatin Beach Park, which includes a beach and play structure;
- Keewatin Central Park, which includes a play structure and open green space;
- Keewatin Curling Club attached to Bowman Electric Keewatin Memorial Arena;
- Keewatin Rock Holes, which includes rock holes, picnic area, and lookout area;.
- Kenora Curling Club;
- Kenora Rotary Peace Park (Figure 1-4), which includes the Rotary Club of Kenora peace pole, Missing and Murdered Indigenous Women and Girls, Two Spirit, Transgender, and Gender-Diverse+ (MMIWGT2S+) memorial, seating areas, and gardens;







- Lake of the Woods Discovery Centre, the home of Tourism Kenora;
- Lakeview Lookout, which includes a picnic area;
- McLeod Park, (Figure 1-5), which includes a boardwalk and scenic trail to downtown, as playground, and picnic area;
- Millennium Baseball Fields;
- Moncrief Construction Sports Centre (formerly Kenora Recreation Centre), which include tennis courts, baseball fields, skatepark, boat launch, basketball courts, walking track, an aquatic centre, fitness centre, and arena;
- Norman Park, which includes the Lake of the Woods Railroaders Museum, a beach, play structure, museum, and splash park;
- Portage Bay baseball fields, tennis court, skate park;
- The Harbourfront, which includes gardens, major events tent and the Matiowski Farmers Market;
- Tom Nabb Soccer Complex; and
- Winkler Harbourfront Park.



Other community facilities include:

- Kenora Public Library;
- The Muse LOW Museum and Douglas Family Art Centre; and
- Lake of the Woods Railroaders Museum.

Public and Catholic elementary and secondary schools within the City include:

- Beaver Brae Secondary School;
- Bimose Community High School;
- École Ste-Marguerite Bourgeoys French Immersion School;
- Evergreen Public School;
- Gaagagekiizhik Elementary School;
- Keewatin Public School;
- King George VI Public School;
- St. John Paul II School;
- St. Louis Living Arts School;
- St. Thomas Aquinas High School; and
- Valleyview Public School.

Post secondary education facilities in Kenora include Contact North, Confederation College – Lake of the Woods Campus, the Seven Generations Education Institute – Manidoo Baawatig Kenora Campus, and the Niiwin Wendaanimok (Four Winds) Partnership post-secondary training program. There are also distant and online education opportunities through colleges and universities in Winnipeg, MB and Thunder Bay, ON.

#### 1.5.6 Transportation

Trans-Canada Highway 17 runs east-west through Kenora. It is provincially maintained from the Manitoba boundary and ends where it becomes Highway 417 just west of Arnprior, spanning 1,964 km. Highway 17 is part of the Route Planning and Preliminary Design Study for the Highway 17 Four-Laning between the Manitoba / Ontario Border and Kenora. Section 1, the twinning of a 6.5 km stretch from the Manitoba / Ontario Border to Highway 673 received



environmental approvals in 2021, with detailed design completed in 2022. Sections 2 and 3 are still undergoing the Preliminary Design and Environmental Assessment process.

Highway 17A (locally known as the Kenora By-Pass), is an alternate route of Highway 17 around the City of Kenora. This road provides access to the Kenora Airport and spans 33.5 km. The Kenora Airport is located 9 km northeast of Kenora, and is chartered from all over North America. The City also provides access to float planes, which allow charter or a fly-in fishing experiences with River Air or Walsten Outposts.

An on-demand microtransit system is available in the City of Kenora which allow users to take public transit around the City. 'The Wave' microtransit provides transportation from corner to corner rather than on a fixed transit route to allow for flexible travel and booking. The Wave is offered from Monday to Friday from 7 am to 7 pm throughout the City for a fee.

The City of Kenora is serviced by VIA Rail Canada, which provides train service to the Kenora Area, specifically the VIA Rail station located in Redditt, Ontario located 30 minutes from downtown Kenora. The City also has bus services that provides travel from Kenora to Winnipeg, and within Northwestern Ontario through Kasper Transportation or Ontario Northland services.

#### **1.5.7** Economy

In the 2021 Census, the City reported a labour force of 7,745 people, a labour participation rate of 62.9%, an employment rate of 58.4%, and an unemployment rate of 7.2%. According to 2017 North American Industry Classification System (NAICS) data from the 2021 Census, the employment sectors with the greatest proportion of the labour force include:

- Health care and social assistance (1,630 jobs);
- Retail trade (920 jobs);
- Construction (895 jobs);
- Educational Services (780 jobs);
- Public administration (760 jobs).
- Accommodation and food services (405 jobs);
- Transportation and warehousing (365 jobs); and
- Other services (except public administration) (325 jobs).

Other sectors with less than 300 jobs include:

- Professional, scientific and technical services (285 jobs);
- Manufacturing (280 jobs).
- Finance and insurance (225 jobs);
- Administrative and support; waste management and remediation services (220 jobs)
- Real estate and rental and leasing (120 jobs);
- Wholesale trade (80 jobs);
- Information and cultural industries (75 jobs);
- Arts; entertainment and recreation (75 jobs);
- Agriculture; forestry; fishing and hunting (65 jobs);
- Utilities (110 jobs); and
- Mining, quarrying, and oil and gas extraction (15 jobs).

The City of Kenora is a regional hub for goods and services to area First Nations, seasonal cottagers, and tourist resorts. Kenora is strategically situated on Lake of the Woods, a waterway that connects local residents, seasonal residents, and visitors and boasts 14,522 islands and 65,000 miles of shoreline. Since 2007, the City of Kenora and public sector partners have completed over \$30 million in new tourism infrastructure projects including the Lake of the Woods Discovery Centre, downtown revitalization of Harbourtown Centre, Kenora Gateway signage, and the Jarnel Contracting Pavilion which is a covered outdoor venue that hosts year-round events and festivals.

#### 1.5.8 Cultural Heritage

The City maintains a Municipal Heritage Register of designated properties, as well as listed properties that are not designated under Part IV of the Ontario Heritage Act. There are currently nine (9) buildings in the City that are designated under Part IV of the Ontario Heritage Act, such as the former Kenricia Hotel located at 155 Main Street South, as illustrated **Figure 1-6**. Additionally, there are 18 listed (i.e., non-designated) properties on the Municipal Heritage Register.



Figure 1-6: Kenricia Hotel (Source: KenoraOnline.com)



The City also maintains a list of cultural landscapes and structures. These include the following:

- Bigsby's Rat Portage;
- Coney Beach;
- Keewatin Glacier Rock Holes;
- Lake of the Woods Cemetery;
- McLeod Park;
- Mink Bay Wetlands also designated as a cultural heritage landscape under the Ontario Heritage Act;
- Tunnel Island / Old Fort Island; and
- Main Street Dock.

#### 1.5.9 Natural Heritage Features and Areas

Kenora's resources are enhanced by the beautiful natural environment, in particular the Lake of the Woods, Winnipeg River, Black Sturgeon Lakes, as well as numerous smaller lakes and



islands around the City. These natural areas are major attractions and provide recreational opportunities for residents, tourists and cottagers, many of whom originate from the neighbouring province of Manitoba and the United States.

According to the Ministry of Natural Resources (MNR), there are no Areas of Natural and Scientific Interest (ANSIs) in Kenora. However, there is one (1) evaluated Provincially Significant Wetland, Laurenson's Creek, and one (1) evaluated Non-Provincially Significant Wetland, Mink Bay. In addition, since the City is situated on the Canadian Shield, the provincial policies for Significant Woodlands east and south of the Canadian Shield do not apply.

The natural heritage features and areas, as per Section 5.1 of the 2015 Official Plan, include wildlife habitat, fish habitat, and habitat of endangered species and threatened species. Wildlife habitat has been identified by the MNR and is illustrated on Schedule "A" of the current Official Plan as Fish Spawning and Nursery Areas, Waterfowl Habitat, and Nesting Sites.

Water quality is a significant concern with regards to further development of waterfront properties in the City. Ministry of Environment, Conservation, and Parks (MECP) lake capacity concerns have resulted in a halt to development on Hilly Lake, Austin Lake, Schnarr Lake, Grassy Lake, Alcock Lake, or Laurenson Lake until such time as municipal sewer and water services are available in those areas. The City of Kenora initiated a Lake Capacity Study for Black Sturgeon Lakes in 2007, and an initial limit has been placed on the number of new lots that may be located on Black Sturgeon Lake to ensure that the impacts of development on the lake can be monitored over time.

The International Rainy-Lake of the Woods Watershed Board was created in January 2013 to assist with binational coordination of water quality efforts and aquatic ecosystem health for the entire transboundary watershed.

The City of Kenora does not fall under the jurisdiction of a Conservation Authority. Additionally, it is not located within a Source Protection Plan Area.



## 2.0 Planning Context and Policy Review

### 2.1 Planning Act

The Planning Act outlines the tools, methods and procedures that municipalities can use to plan for and regulate the use of land and buildings in Ontario. The Act also outlines the powers that municipalities can exercise through a Community Improvement Plan.

Section 28 (1) of the Planning Act defines community improvement as:

"...the planning or replanning, design or redesign, resubdivision, 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 therefore, as may be appropriate or necessary."

Section 28 (1.1) of the Planning Act now addresses affordable housing through stating:

"Without limiting the generality of the definition of "community improvement" in subsection (1), for greater certainty, it includes the provision of affordable housing."

Section 28 of the Planning Act allows municipalities whose Official Plans contain provisions regarding community improvement to prepare and adopt Community Improvement Plans for designated Community Improvement Project Areas (Section 28 (2)).

A Community Improvement Project Area is the area to which the Community Improvement Plan applies, and is passed as a by-law by Council (Section 28 (3)). The area can be designated based on criteria, including:

"...age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reasons." (Section 28 (1))



The broad nature of the definition provides municipalities with the flexibility to address specific local community improvement issues, such as downtown revitalization, as well as issues that are more generally present in a municipality at large, such as the presence of brownfields.

Where a by-law designating a community improvement project area has been passed, Council may adopt a plan in accordance with certain subsections of Section 17 of the Planning Act. Section 17 outlines the statutory process for adopting the document, including the provision of at least one public meeting, which must be held no earlier than 20 days after publishing the notice of the public meeting and making the Community Improvement Plan publicly available for review.

Under Section 17(15) of the Planning Act, the Ministry of Municipal Affairs and Housing and the upper-tier municipality, if applicable, must be consulted during the preparation of a Community Improvement Plan. When a Community Improvement Plan comes into effect, however, approval by the Minister is no longer required for the municipality to acquire land, provided the Plan provides for the acquisition and improvement of land (Section 28(3)). The Community Improvement Plan may be used by the municipality to:

"construct, repair, rehabilitate or improve buildings on land acquired or held by it in the community improvement project area in conformity with the Community Improvement Plan, and sell, lease or otherwise dispose of any such buildings and land appurtenant thereto." (Section 28(6a)), and/or:

"sell, lease or otherwise dispose of any land acquired or held by it in the community improvement project area any person or governmental authority for use in conformity with the community improvement plan." (Section 28 (6b))

This enables the municipality to directly intervene in making improvements to property, or to build new buildings and facilities, as needed.

Under Section 28(7), the municipality may issue grants and loans to property owners and tenants to help pay for eligible costs. "Eligible costs" is broadly defined to include:

"costs related to 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" (Section 28(7.1)).

Under no circumstance can the amount of a grant or loan made in respect of particular lands and buildings exceed the eligible cost of the community improvement plan with respect to those lands and buildings (Section 28(7.3)).

The Planning Act also contains provisions that allow the municipality to enter into agreements concerning any grants or loans it may issue, and permit the municipality to register the agreement against the title of the land (Section 28(11)).

Once Council is satisfied that a Community Improvement Plan has been carried out, Council may pass a by-law to dissolve the Community Improvement Project Area. Following the dissolution of the project area, any previously effected Community Improvement Plans are rendered non-applicable (Section 28(13)).

In addition to Section 28, Section 69 of the Planning Act allows municipalities to reduce or waive the amount of a fee in respect of a planning application where it feels payment is unreasonable. Many Community Improvement Plans offer application fee refunds as a financial incentive.

### 2.2 Municipal Act

The Municipal Act prohibits municipalities from directly or indirectly assisting any manufacturing business or other industrial or commercial enterprise through the granting of bonuses (Section 106(1)). 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. (Section 106(2))

Section 106(3) of the Municipal Act provides an exception to the above, indicating that a municipality may exercise powers under Section 28(6), (7) or (7.2) of the Planning Act or Section 365.1 of the Municipal Act.



By including an exception to Section 106(1), the Municipal Act grants a municipality powers and tools for community improvement. These include tools related to the remediation and redevelopment of brownfield properties. Brownfield properties are considered to be properties that are (or are perceived to be) contaminated as a result of a prior land use (for example, a property where a Phase II Environmental Site Assessment has been conducted and which did not meet the standards specified under Section 168.4(1) of the Environmental Protection Act). Section 365.1 of the Municipal Act enables municipalities to provide property tax assistance to eligible properties to offset all or part of the remediation costs. The Municipal Act also grants municipalities the authority to cancel or defer the municipal portion of property taxes on eligible properties.

It is noted that this section of the Municipal Act does not specifically address the provision of financial assistance to residential properties. Typically, Community Improvement Plans are intended to focus on commercial properties, but there are examples of Community Improvement Plans that provide limited funding opportunities for particular types of residential properties (e.g. to help maintain historic residential properties or create new residential units).

Municipalities may also apply to the province to match the municipal tax rebate with the education portion of the property tax through its Brownfields Financial Tax Incentive Program (BFTIP). Under the program, the province can cancel all or part of the education property taxes of a property for up to three years. However, applicants to this program must obtain approval from the Minister of Finance, and there must be a Community Improvement Plan in place for the property before they may apply. It should be noted that other municipalities' experience with the BFTIP indicates that the application process can be complex and the turnaround time for a decision from the province can be considerable. However, the program should be considered for inclusion in the Community Improvement Plan. The Municipality may choose to pursue a BFTIP on behalf of a landowner in a "trial run" and, if the process is too onerous, cease to use the program.

Section 107 of the Municipal Act outlines a municipality's powers to make grants, including the power to provide a grant in the form of a loan or by guaranteeing a loan, subject to criteria outlined in Section 106. Additional powers include:

selling or leasing land for nominal consideration, or granting land;



- providing land owned and occupied by the municipality for use by anyone, upon terms established by council; and
- selling, leasing, or disposing of any municipal property at a nominal price, or by way of a grant, to provide for the use of the property on terms established by council.

Additionally, the Municipal Act permits municipalities to provide tax relief to owners of eligible heritage properties (Section 365.2). Municipalities may pass a by-law to establish a local program that provides tax reductions or refunds to owners of eligible heritage properties. To be eligible, properties must be designated under Part IV of the Ontario Heritage Act, or part of a Heritage Conservation District designated under Part V of the Ontario Heritage Act, or subject to a separate heritage conservation agreement between the owner and the municipality. This type of program may be identified as a component of a municipal leadership strategy through a Community Improvement Plan. However, these grant programs are typically implemented and administered separately by municipalities from the Community Improvement Plan.

### 2.3 Ontario Heritage Act

The Ontario Heritage Act is relevant to the preparation of a CIP, as it may support heritage conservation through financial incentives or municipal leadership programs. Under Section 39(1) of the Ontario Heritage Act, municipalities may pass by-laws to implement separate grant or loan programs to help owners of heritage properties designated under Part IV of the Act to pay for alterations to the property, in accordance with the terms established by the by-laws.

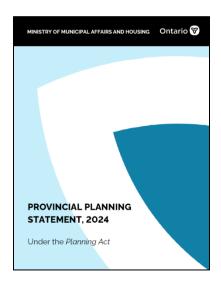
The City of Kenora maintains a heritage registry with buildings of historical or cultural importance. As previously mentioned in **Section 1.5.8** of this Report, there are currently 27 buildings in Kenora that are listed on the Municipal Heritage Register, and nine (9) of these buildings are designated under Part IV of the Ontario Heritage Act.

Recent changes to the Ontario Heritage Act through Bill 23, and subsequently Bill 200, provide that municipalities have until January 1, 2027 to issue a Notice of Intention to Designate (NOID) properties that were listed in a municipal heritage register as of December 31, 2022. Any properties removed because a NOID is not issued by January 1, 2027 cannot be relisted on the register for a period of five (5) years starting January 1, 2027 (i.e., not until January 1, 2032).



# 2.4 Accessibility for Ontarians with Disabilities Act

The Accessibility for Ontarians with Disabilities Act (AODA) establishes the framework for the development of province-wide, mandatory accessibility standards in all areas of daily life. It guides building design through amendments to the Ontario Building Code, and also guides the design of public spaces that are considered to be "new construction" or are undergoing major changes to existing features. Revitalization and redevelopment efforts supported by the CIP will need to consider AODA standards.



### 2.5 Provincial Planning Statement, 2024

The Provincial Planning Statement, 2024 (PPS) came into effect on October 20, 2024 and replaced the Provincial Policy Statement, 2020. The new PPS provides a streamlined province-wide land use planning policy framework that enables more housing to be built faster in a way that protects the environment, public health and safety and manages natural resources. All land use planning decisions in the Province of Ontario shall be consistent with the policies of the PPS. Although the PPS does not explicitly reference Community Improvement Plans, it supports revitalization in municipalities through specific policies.

Section 2.3.1 of the PPS promotes settlement areas as the focus of growth and development. Policy 2.3.1.3 states that "Planning authorities shall support general intensification and redevelopment to support the achievement of complete communities, including by planning for a range and mix of housing options and prioritizing planning and investment in the necessary infrastructure and public service facilities."

The PPS defines "intensification" as:

- " the development of a property, site or area at a higher density than currently exists through:
- a) Redevelopment, including the reuse of brownfield sites and underutilized shopping malls and plazas;



- b) the development of vacant and/or underutilized lots within previously developed areas;
- c) infill development; and
- d) the expansion or conversion of existing buildings."

"Redevelopment" is defined as the creation of new units, uses or lots on previously developed land in existing communities, including brownfield sites.

The achievement of complete communities should be supported by accommodating an appropriate range of lands uses, housing options, and other uses to meet long-term needs; improving accessibility for people of all ages and abilities; and improving social equity and overall quality of life for people of all ages, abilities, and incomes, including equity-deserving groups (Policy 2.1.6. b).

With respect to housing, Policy 2.2.1. b) 2. of the PPS directs planning authorities, such as municipalities, to provide for an appropriate range and mix of housing options by permitting and facilitating all types of residential intensification, including the development and redevelopment of underutilized commercial and institutional sites (e.g., shopping malls and plazas) for residential use, development and introduction of new housing options within previously developed areas, and redevelopment.

The PPS also promotes the provision of affordable housing. Policy 2.2.1 a) requires that planning authorities provide an appropriate range and mix of housing options and densities to meet current and future demand by "establishing and implementing minimum targets for the provision of housing that is affordable to low and moderate income households, and coordinating land use planning and planning for housing with Service Managers to address the full range of housing options including affordable housing."

Regarding employment, the PPS promotes economic development and competitiveness, including by encouraging intensification of employment uses and compatible, compact, mixed-use development to support the achievement of complete communities (Policy 2.8.1 d).

The implementation of these PPS policies can be directly supported through the inclusion of specific financial incentive programs in the City of Kenora CIP.

### 2.6 Growth Plan for Northern Ontario (2011)



The Growth Plan for Northern Ontario is a 25-year plan that came into effect in 2011. It was prepared under Ontario's Places to Grow Act (2005), which provides that the Province may identify and designate areas for which strategic growth plans can be developed. The Growth Plan focuses on attracting and sustaining growth in north communities, and is intended to be used as a strategic framework that will guide decision-making in Northern Ontario for the next 25 years.

The Growth Plan is structured around six (6) key policy areas which contribute to the region's long-term sustainability and prosperity: Economy; People; Communities; Aboriginal Peoples; Infrastructure; and Environment.

The Growth Plan is focused on the following six key guiding principles:

- 1. Creating a highly productive region, with a diverse, globally competitive economy that offers a range of career opportunities for all residents.
- 2. Developing a highly educated and skilled workforce to support an evolving knowledge-based economy and excellence in the trades.
- **3.** Partnering with Aboriginal peoples to increase educational and employment opportunities.
- **4.** Delivering a complete network of transportation, energy, communications, social and learning infrastructure to support strong, vibrant communities.
- 5. Demonstrating leadership in sustainable growth and environmental management.
- **6.** Establishing innovative partnerships to maximize resources and ensure this Plan achieves its ambitious vision and is fiscally sustainable.

Several of the six (6) key policy areas contain policy direction that directly or indirectly support community improvement initiatives. Under the Economy policy area, the Growth Plan policies support the development of a strong, resilient, and more diversified northern



economy through policies which are intended to support growth and diversity in the region's traditional resource-based industries, as well as the development of new and emerging economic sectors that have the greatest potential to result in job growth and opportunities in the North.

Under the Communities policy area, the Growth Plan policies support community planning that balances the priorities of human, economic, and environmental health. Official Plans, community economic plans, and participating in community planning efforts are identified as effective tools to ensure the future economy and long-term sustainability of communities reflects the views of citizens and businesses. Municipalities are encouraged to align their Official Plans with strategies which focus on achieving specific objectives relevant to the development of a Community Improvement Plan, such as optimized use of existing infrastructure and creating a high quality of place.

Under the Infrastructure policy area, the Growth Plan policies promote intensification and brownfield site redevelopment, whenever feasible.

## 2.7 Charting our Course 2027 - 2022-2027 Strategic Plan (2022)



The City of Kenora developed the "Charting Our Course 2027 Strategic Plan", which establishes clear vision and mission statements, strategic focus areas, values, and aspirational goals and enabling strategies to guide decision–making for the 2022–2027 period.

The **vision** for the City of Kenora, as established in the Strategic Plan is:

"Kenora provides a high quality of life for residents and unforgettable experiences for visitors by celebrating and embracing the community's rich heritage, diversity, and natural environment."

The City's **Mission Statement** is to:

"To be an accountable, collaborative, and informed team that takes pride in delivering value-added municipal services."

The eight (8) values that will guide the Strategic Plan, include:

- 1. Collaboration;
- 2. Communication;
- 3. Citizen and customer service;
- Environmental sustainability;

- 5. Fiscal responsibility;
- 6. Innovation;
- 7. Readiness; and
- 8. Trust and Respect.

The Strategic Plan includes goals and actions in five (5) focus areas, which includes:

#### 1. Infrastructure and environment:

- Position Kenora for growth through proactive infrastructure planning;
- o Ensure well maintained and sustainably financed City infrastructure; and
- o Seek sustainable solutions to reduce environmental impacts of City operations.

#### 2. Tourism, economic growth and development:

- Promote new investment and development of City-owned and private lands in Kenora;
- Facilitate opportunities for more and diverse housing development across the housing spectrum;
- o Implement tourism initiatives to enhance visitor rates and experiences; and
- o Support entrepreneurship and business development.

#### 3. Community recreation, well-being, and safety:

- Deliver coordinated four-season cultural and recreational infrastructure, programs, and events;
- Address community safety challenges and improve perceptions of safety in Kenora;
   and
- Enhance emergency management, protective services and social services provided by City partners.

#### 4. Service delivery and organizational capacity:

- Modernize City service provision to improve "customer" experiences maximize human capacity and capability;
- Improve the fiscal planning capacity of our administration; and

 Enhance City communications to the community on municipal services, developments, and affairs.

#### 5. Relations with Treaty 3 partners:

- Partner with Anishinaabe and other Treaty Partners to advance reconciliation, inclusion, and relationships, and enhance our understanding and awareness of Truth and Reconciliation; and
- Foster meaningful and beneficial relationships with Treaty Partners creating joint communication and engagement protocols and advancing the Tunnel Island Common Ground Initiative.

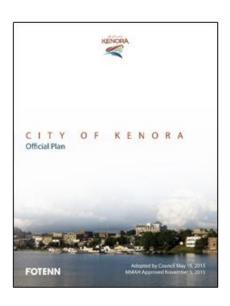
The City's new CIP will support the strategic goals and priorities of the Strategic Plan, particularly with respect to:

- · Promoting new investment;
- · Contributing to enhanced tourism;
- · Facilitating opportunities for housing development
- Supporting entrepreneurship and business development; and
- Identifying municipal leadership opportunities around community infrastructure improvements.

## 2.8 City of Kenora Official Plan (2015)

The existing City of Kenora Official Plan was adopted on May 19, 2015 and approved by the Ministry of Municipal Affairs and Housing on November 5, 2015.

The Plan contains eight (8) sections dealing with vision, general development policies, land use designations, special policy overlays, municipal services, transportation, implementation of the Plan, and interpretation. The Official Plan provides for a range of permitted uses within specific land use designations, as illustrated in Schedule A to the Official Plan. Appendix B to the Official summarizes the existing Species at Risk within the Kenora municipal





boundary and is provided as additional information to the Official Plan.

The existing Official Plan contains the following land use designations:

- 1. Established Area;
- 2. Residential Development Area;
- 3. Harbourtown Centre;
- 4. Commercial Development Area;
- 5. Industrial Development Area;
- 6. Open Space;
- 7. Railyard;
- 8. Rural Area;
- 9. Waste Disposal Site;
- 10. Provincially Significant Wetlands.

Section 4.3 sets out policies for the Harbourtown Centre designation, aiming to establish the area as a vibrant regional hub for commerce, culture, tourism, and community life, and emphasizing a diverse mix of uses, heritage preservation and integration with Lake of the Woods. The policies support growth in major developments, residential uses, and tourism facilities while enhancing waterfront connectivity and public transit. Policy 4.3.2 I) sets the objective "to consider other planning studies that have been completed for the area, including the Downtown Revitalization Study, 2004, the Harbourtown Centre Community Improvement Plan, 2012, and the City of Kenora Waterfront Development Guidelines, 2009."

Section 4.5 sets out policies for the Industrial Development Area, recognizing employment areas where major industries in Kenora are located. The former Abitibi Mill site is included in this designation and the Plan notes the site "provides an opportunity for adaptive re-use and an opportunity for mixed-uses". This opportunity for revitalization at the Abitibi Mill site is supported by the existing Community Improvement Plan.

Section 5.4 Special Policy Overlays includes land identified as Future Development Area, including Redevelopment Lands (5.4.1) and New Development Lands (5.4.2). The Redevelopment Lands are existing or former industrial sites which are prime locations for redevelopment. Section 5.4.1 sets out the following standards:



- a) Connection to full municipal services is required.
- b) Lands may be subject to the preparation of a Community Improvement Plan prior to development. Council may designate these areas by by-law as a Community Improvement Project Area which would be subject to the preparation of a Community Improvement Plan (CIP). Any CIP shall be prepared in accordance with the Community Improvement section of this Plan.
- c) Lands shall be subject to the preparation of a concept plan prior to development. The required concept plan will illustrate land uses, proposed densities, pedestrian and vehicular movements, open space, municipal services, traffic impact, as well as other elements as identified by the City.
- d) Where a change in land use is identified through a CIP or a concept plan, Amendments to the Official Plan and Zoning By-law will be required prior to development. Until a CIP and a concept plan are prepared for Future Development Areas, the underlying land use designation and policies will apply.

Section 8.2 Community Improvement notes that at the time of the Plan, the City had adopted Community Improvement By-laws for Harbourtown Centre and the former Abitibi Mill Site, with the intention to pass one for Keewatin. Further, the Plan recognizes future candidate areas for Community Improvement Plans, including Railway Street (from the CPR to Tenth Avenue South) and Highway 17 East (from Whitehead Road to Second Street).

Section 8.2.1 a) sets out objectives for Community Improvement Plans including:

- a) To upgrade and maintain all essential municipal services and community facilities;
- b) To ensure that community improvement projects are carried out within the built up areas of the City;
- c) To ensure the maintenance of the existing building stock;
- d) To encourage the conservation, rehabilitation, renewal and reuse of heritage resources, including heritage buildings;
- e) To encourage and incentivize construction of affordable housing;
- f) To encourage private sector investment and the strengthening of the economic base; and
- g) To enhance the visual appearance of Community Improvement Areas.

The Official Plan enables any land use designation to be designated as a Community Improvement Project Area, provided the criteria in 8.2.1 b) is met:

- a) 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, the 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.
- c) That a significant number of buildings in an area show signs of deterioration and need of repair.
- d) That improvement to the visual appearance or aesthetics be required.
- e) That improvement shall have a significant impact on strengthening the economic base of the community.

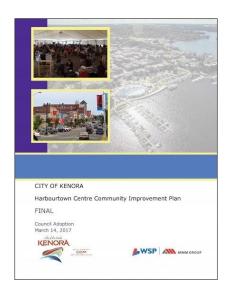
The Official Plan policies enable Council to undertake CIPs provided regard is given to the project boundary, land use designations, financing and administration, flexibility for revisions, phased development, implementation strategies, and citizen involvement (8.2.1.d)). The City's new CIP must conform to the policies of the Official Plan. Given that the Official Plan broadly permits the designation of Community Improvement Project Areas, and provides for specific future candidate areas, there is a need to review the existing Community Improvement Project Areas through the CIP Review, to consider their continued relevance and potential expansion of the CIP to new areas within the City.

#### 2.9 Kenora's Existing CIPs

This Section provides an overview of the City's existing CIPs, including the Former Mill Site Community Improvement Plan, Harbourtown Centre Community Improvement Plan, and Keewatin Community Improvement Plan, which were completed in 2007, 2012, and 2015. All three (3) Community Improvement Plans were last updated in 2017.

### 2.9.1 Harbourtown Centre Community Improvement Plan (2017)

The purpose of the Harbourtown Centre Community Improvement Plan (CIP) (2017) is to establish a program for municipal financial incentives to encourage the rehabilitation and improvement to private lands and to coordinate public and private works in a manner that will





make the most efficient use of public infrastructure. The intent of the CIP is to target improvements to existing buildings and properties, and towards developments in Harbourtown Centre that have an affordable housing component. The Harbourtown CIP provides incentives to develop and redevelop property in the form of grants, loans, and tax assistance.

The objectives of the Harbourtown CIP include:

- 1. To encourage the continued vitality and economic viability of the commercial core;
- 2. To stimulate new investment in public and private lands;
- **3.** To encourage consistency in urban design and signage while recognizing the importance of diversity and character of the existing built form;
- **4.** To create an attractive image of the City that reflects the historic character and heritage of the community;
- **5.** To reinforce the commercial core as a focus for the community, including commercial and residential uses;
- 6. To improve pedestrian and vehicular connections within the area;
- 7. To provide incentives for rehabilitation of the downtown core and Harbourtown as an attractive destination for shopping, dining and sightseeing; and
- **8.** 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.

#### **Harbourtown Centre Community Improvement Project Area**

The Community Improvement Project Area where the Harbourtown Centre CIP applies and within which eligible properties are located is illustrated in **Figure 2-1**.



Figure 2-1: Harbourtown Centre Community Improvement Project Area (Source: Harbourtown CIP, 2017)



#### **Existing Financial Incentive Programs**

The following table provides a summary of the existing financial incentive programs which are currently available under the Harbourtown Centre CIP.

Table 2-1: Harbourtown Centre CIP (2017) Financial Incentive Programs

Financial Incentive Program	Purpose	Amount
Accessibility Grant	To improve the accessibility to existing buildings in accordance with the Accessibility for Ontarians with Disabilities Act, 2005.	A grant of 50% up to a maximum of \$2,500.
Affordable Living Grant	To provide financial assistance for studies to support an affordable living development of 4 or more units in the CIP area.	A grant of 50% up to a maximum of \$5,000.



Financial Incentive	Burnose	Amount
Program	Purpose	Amount
Application and Permit Fees Grant	To to waive any associated planning approval and building permit fees for the landowner / developer.	A grant equivalent to the cost of the City's planning application and building permit fees for approved projects.
Building Façade Improvement Grant	To assist commercial building owners to improve a building façade.	Primary Grant A grant of 50% up to a maximum of \$15,000 toward the costs to improve a building façade. Grants for buildings in excess of two stories would be structured to provide additional funding at a rate of \$1,000 per additional storey, once the grant exceeds the maximum \$15,000.
		A grant of 50% up to a maximum of \$5,000 toward the costs of improvements to each exterior side and rear of buildings. Where buildings exceed two stories, the grant may be increased by an additional \$1,000 per storey.
Improved Signage Grant	To replace an existing sign with one that complies with the sign design guidelines for the CIP area.	A grant of 50% up to a maximum of \$2,000.
Landscaping and Property Improvement Grant	To support the rehabilitation and/or construction of patios, gardens, trees & shrubs, walkways, park benches, bicycle racks, waste receptacles, fountains, retaining walls, fencing, outdoor lighting, accessibility structures and any other outdoor landscape related improvements.	A grant of 50% up to a maximum of \$15,000.
Planning and Design Grant	For the preparation of architectural plans for building façade improvements and preparation of a	A grant of 50% up to a maximum of \$1,000 toward the cost of the

FINAL Community Improvement Plan Background Report

May 2025



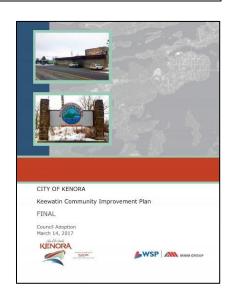
Financial Incentive Program	Purpose	Amount
	site plan suitable for approval by the City in accordance with the Property Standards, Sign By-law, Design Guidelines and regular site plan requirements.	preparation of architectural plans for building façade improvements.  In addition, a grant of 50% up to a maximum of \$1,000 toward the cost of the preparation of a site plan.
Residential	To encourage new residential	A grant of \$4,000 per new residential
Conversion and	dwelling units in the CIP area	dwelling unit created, up to a
Intensification Grant	through new development, renovations, or additions to existing buildings.	maximum of \$12,000.
Seniors Housing Study Grant	To provide financial assistance for studies to support a new senior's housing development of 4 or more units in the CIP area.	A grant of 50% up to a maximum of \$5,000.
Tax Increment-Based (or Equivalent)	To encourage redevelopment by providing a grant equal to the full amount, or a portion of the amount of the property tax increase after the property is redeveloped.	Varies – based on eligibility year.

#### 2.9.2 Keewatin Community Improvement Plan (2017)

The purpose of the Keewatin CIP (2017) is to provide an opportunity to develop and redevelop properties within the boundaries designated as the Community Improvement Plan Project Area, with a focus on affordable house, streetscape and façade improvements, and brownfields. The Keewatin CIP provides incentives to develop and redevelop property in the form of grants, loans, and tax assistance.

The vision of the Keewatin CIP is:

"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 wat



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."

The goals of the Keewatin CIP are to:

- 1. Improve streetscape and the public realm;
- 2. Encourage development of affordable housing;
- **3.** Enhance existing businesses and promote establishment of new businesses and encourage the clustering of complementary uses;
- 4. Improve wayfinding; and
- 5. Establish a set of design guidelines for Keewatin.

#### **Keewatin Community Improvement Project Area**

The Community Improvement Project Area where the Keewatin CIP applies and within which eligible properties are located is illustrated in **Figure 2-2**.



Figure 2-2: Keewatin Community Improvement Project Area (Source: Keewatin CIP, 2017)



#### **Existing Financial Incentive Programs**

The following table provides a summary of the existing financial incentive programs which are currently available under the Keewatin CIP.

Table 2-2: Keewatin CIP (2017) Financial Incentive Programs

	(2017) Financial Incentive Programs	
Financial Incentive Program	Purpose	Amount
Accessibility Grant	To improve the accessibility to existing buildings in accordance with the Accessibility for Ontarians with Disabilities Act, 2005.	A grant of 50% up to a maximum of \$2,500.
Affordable Housing Tax Increment-Based Grant	To stimulate the rehabilitation, renovation, or redevelopment of existing buildings, vacant lands, or under-utilized sites to promote the creation of affordable housing units.	Varies – based on eligibility year.
Affordable Living Grant	To promote the development of new affordable living in and around Keewatin through the funding of background studies.	A grant of 50% up to a maximum of \$5,000.
Application and Permit Fees Grant	To to waive any associated planning approval and building permit fees for the landowner/developer.	A grant equivalent to the cost of the City's planning application and building permit fees for approved projects.
Building Façade Design Grant	To assist with improving the aesthetics of buildings, including façades, signage, and lighting.	A grant of 50% up to a maximum of \$1,000 toward the cost of the preparation of architectural plans for building façade improvements.  In addition, a grant of 50% up to a maximum of \$1,000 toward the cost of the preparation of a site plan.
Building Façade Improvement Grant	To support commercial building owners improving a building façade in accordance with the Keewatin Community Improvement Plan.  Secondary grant funding is available for improvements to each exterior	A grant of 50% up to a maximum of \$15,000.  A grant of 50% up to \$5,000 per exterior or rear building face. The grant may be increased by an



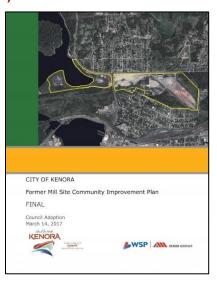
Financial Incentive Program	Purpose	Amount
	side and rear of buildings that front	additional \$1,000 per storey in excess
	onto a street and back onto a lane.	of two stories.
Commercial Space	To provide financial assistance for	A grant of 50% up to a maximum of
Conversion Grant	projects creating new commercial /	\$1,000.
	employment opportunities within	
	existing buildings or through	
	additions.	
Landscaping and	For improvements to outdoor	A grant of 50% up to a maximum of
Property	landscaping on private property.	\$15,000.
Management Grant		
Mixed Use	To promote the development of	A grant of 50% up to a maximum of
Development Grant	multi-use buildings to include new	\$5,000.
	affordable living along with a	
	commercial/retail use.	
Seniors Housing	To provide financial assistance for	A grant of 50% up to a maximum of
Study Grant	studies to support a new senior's	\$5,000.
	housing development of 4 or more	
	units in the CIP area.	
Signage Grant	To replace an existing sign with one	A grant of 50% up to a maximum of
	that complies with the sign design	\$2,000.
	guidelines for the CIP area.	

#### 2.9.3 Former Mill Site Community Improvement Plan (2017)

The purpose of the Former Mill Site CIP (2017) is to provide an opportunity to develop and redevelop properties within the boundaries designated as the Community Improvement Plan Project Area. The CIP provides incentives to develop and re develop property in the form of grants, loans, and tax assistance.

The objectives of the Former Mill Site CIP include:

 To respect and be compatible with the surrounding area and land uses;



- 2. To provide a good cross-section of employment and training opportunities for the Kenora community and Indigenous peoples;
- **3.** To foster sustainable development by using land, local resources, and infrastructure efficiently;
- 4. To provide a main entrance to the site from Ninth Street North;
- **5.** To integrate the site with the surrounding community by a transportation corridor through the site for all modes of transportation;
- **6.** To create and maximize a strong set of financial incentives for private sector redevelopment;
- 7. To rebrand the site name and create a new community identity / placemaking;
- **8.** To develop a marketing and communication strategy that is carried out through the implementation of this CIP;
- 9. To promote the use of green technologies and a zero-carbon footprint; and
- 10. Encourage development of affordable housing.

#### **Former Mill Site Community Improvement Project Area**

The Community Improvement Project Area where the Former Mill Site CIP applies and within which eligible properties are located is illustrated in **Figure 2-3**.

Figure 2-3: Former Mill Site Community Improvement Project Area (Source: Former Mill Site CIP, 2017)





#### **Existing Financial Incentive Programs**

The following table provides a summary of the existing financial incentive programs which are currently available under the Former Mill Site CIP.

Table 2-3: Former Mill Site CIP (2017) Financial Incentive Programs

	Site CIP (2017) Financial Incentive Program	5
Financial Incentive Program	Purpose	Amount
Accessibility Grant	To improve the accessibility to existing buildings in accordance with the Accessibility for Ontarians with Disabilities Act, 2005.	A grant of 50% up to a maximum of \$2,500.
Application and Permit Fees Assistance	To waive any associated planning approval and building permit fees for the landowner / developer.	Waiving of fees equivalent to 100% of the planning and building permit application fees paid by the applicant, to a maximum of \$5,000.
Brownfields Redevelopment Tax Assistance	To encourage remediation and rehabilitation of brownfield sites by providing a property tax freeze on a site that is undergoing remediation and development.	Cancellation of the municipal property tax increase for up to 3 years.  Cancellation of the education property tax increase for up to 3 years.
Industrial Building Improvement Grant	To promote the maintenance and physical improvement of existing industrial buildings and properties in order to improve the attractiveness of the project area and provide safe and usable space.	A grant of 50% up to a maximum of \$20,000 per building.
Leadership in Energy & Environmental Design (LEED®) Tax Assistance	To encourage energy-efficient buildings and sustainable development.	A percentage up to 100% of the assessed value for the first year only based on the level of LEED® certification achieved for new buildings.
Residential Grant	To encourage landowners to create new residential dwelling units in order to facilitate re-development of the site.	A grant of \$4,000 per new residential unit, up to a maximum of \$40,000.



Financial Incentive Program	Purpose	Amount
Seniors Housing Study Grant	To provide financial assistance for studies to support a new senior's housing development of 4 or more units in the CIP	A grant of 50% up to a maximum of \$5,000.
Tax Increment-Based (or Equivalent)	area.  To provide a grant equal to the full amount, or a portion of the amount of the property tax increase after the property is redeveloped.	Property tax break based on varying percentages over 5 years.

### 2.10 City of Kenora Zoning By-law 101-2015 (Office Consolidation January 8, 2024)

The current City of Kenora Zoning By-law 101-2015, as amended, was enacted on December 15, 2015 and last consolidated on January 8, 2024. Section 4 of the Zoning By-law established the 21 operative Zones across the City, which are illustrated on a series of five (5) Zoning Schedules.

The zoning of the properties which comprise the current Community Improvement Project Areas under the City's three (3) existing CIPs is summarized in **Table 2-4** and illustrated in **Figure 2-4**. However, since the adoption of the Former Mill Site CIP in March 2017, the Former Mill Site was subject to site-specific Zoning By-law Amendment (By-law No. 191-2019) approved by Council on December 17, 2019, and has been rezoned to:

- General Commercial, Exception 50 (GC[50]);
- Light Industrial (ML);
- Light Industrial, Exception 46 (ML[46]); and
- Residential Third Density, Holding (R3-h).



Table 2-4: Zoning of City of Kenora Community Improvement Project Areas in the City's Zoning By-law 101-2015

	Community Improvement Project Area		
Zone	Harbourtown Centre	Keewatin	Former Mill Site
General Commercial (GC)	•	•	
Environmental Protection Subzone 1 (EP1)		•	
Institutional (I)	•	•	
Light Industrial (ML)		•	
Heavy Industrial (MH)			•
Residential – First Density (R1)		•	
Residential – Second Density (R2)	•		
Rural (RU)		•	
Open Space (OS)	•	•	

The permitted uses in each of the applicable Zones within the Community Improvement Project Areas are summarized below:

- **General Commercial Zone (GC):** permits a range of uses and services to meet the needs of residents, businesses, and tourists, including 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).
- **Environmental Protection Subzone 1 (EP1):** prohibits the erection of any buildings or structures in those areas which have historical and natural significance such as



Indigenous people's burial grounds, and fish and wildlife habitat, as well as designated Provincially Significant Wetlands.

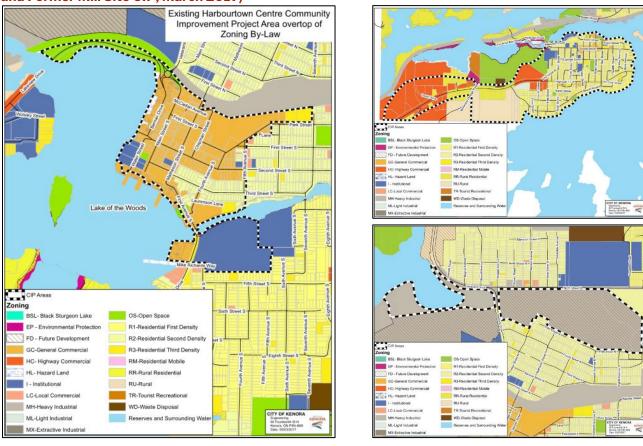
- **Institutional Zone (I):** art gallery, cemetery, community centre, correctional facility, hospital, museum, office, place of assembly, place of worship, retirement home, school, and theatre.
- Heavy Industrial Zone (MH): allow a wide range of industrial uses with potential nuisances and some complementary commercial or service uses. Permitted uses include, but are not limited to, abattoir, airport, animal hospital, automobile body shop, automobile dealership, automobile gas bar, automobile service station, automobile rental establishment, bulk sales and storage establishment, food processing plant, fuel storage tank, heavy industrial use, heavy and light equipment and vehicle sales, rental, and servicing, light industrial use, maintenance and storage yard, research and development centre, transportation depot, warehouse, etc.
- Light Industrial Zone (ML): allows a wide range of low-impact light industrial land uses
  and 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.
- Residential First Density Zone (R1): single detached dwelling, as well as bed and breakfast, community garden, emergency shelter, group home, home day care, home occupation, modular home, park, and secondary dwelling.
- Residential Second Density Zone (R2): duplex dwelling, single detached dwelling, semidetached dwelling, as well as bed and breakfast, boarding house, community garden, emergency shelter, group home, home day care, home occupation, modular home, park, and secondary dwelling.
- Residential Third Density Zone (R3): apartment dwelling, converted dwelling, duplex
  dwelling, multiple attached dwelling, single detached dwelling, semi-detached dwelling,
  stacked dwelling, triplex dwelling, as well as bed and breakfast, boarding house,
  community garden, emergency shelter, group home, home day care, home occupation,
  modular home, park, retirement home, and secondary dwelling.
- Rural Zone (RU): 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



but are not limited to, 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, wildlife conservation reserve, etc.

 Open Space Zone (OS): provides land for active and passive recreational uses and landscaped buffers. Permitted uses include community centre, community garden, food service vehicle, golf course, interpretive centre, off-leash dog area, open-air market, outdoor recreational facility, park, parking lot, recreational facility, recreational rental establishment, and wildlife conservation reserve.

Figure 2-4: Existing Community Improvement Project Area Zoning (Harbourtown Centre CIP, March 2017; Keewatin CIP, March 2017; and Former Mill Site CIP, March 2017)





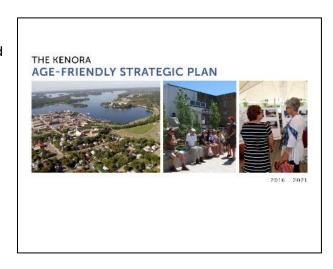
#### **2.11 Other Local Planning Considerations**

The following Section provides brief summaries of other local plans and studies that are particularly relevant for consideration in the CIP Review.

#### 2.11.1 Age-Friendly Strategic Plan (2016)

The Age-Friendly Strategic Plan was prepared by HTFC Planning and Design in 2016, in collaboration with the Kenora Age-Friendly Steering Committee comprised of representatives from numerous community organizations. The purpose of the Plan is to identify opportunities for the City to become a more age-friendly city.

Key opportunities identified in the Plan include:



#### Outdoor Spaces and Buildings

- Upgrades to sidewalks and roads;
- o Installation of effective pedestrian signalized intersections;
- Establish Age-Friendly Priority Zones where seniors housing, services and other destinations are concentrated;
- Implement special policies for Age-Friendly Priority Zones, such as a dedicated dropoff / loading spot, priority snow clearing, level and smooth sidewalks, and an increased number of curb drops;
- o Create park spaces that are accessible and welcoming for all ages and people;
- Link trails to senior's housing;
- Establish new age-friendly community gardens; and
- Allow outdoor recreation opportunities in green spaces in close proximity to senior's housing.

#### Transportation

- Adjust transit routes so they are more age-friendly;
- Build more shelters at bus stops; and

 Establish a "park and ride" system for events or other places with limited parking or access.

#### Housing

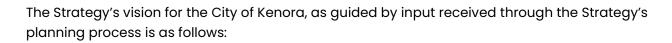
- o Promote construction of secondary suites;
- Develop a plan for a Kenora Age-Friendly Village / Campus of Care, where retirement living, assisted care, memory care, and long-term care housing is all built around a central "village"; and
- Provide incentives to encourage affordable seniors' housing and assisted living housing.

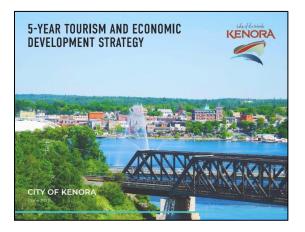
The City's CIP can include financial incentive programs and municipal leadership initiatives that support age-friendly initiatives, public infrastructure and facilities, and private development, in particular, opportunities to assist with the development of additional dwelling units (i.e., secondary suites, garden suites) and seniors' housing.

#### 2.11.2 5-Year Tourism and Economic Development Strategy (2021)

The 5-Year Tourism and Economic Development Strategy (Strategy) was completed in 2021 by Urban Systems in coordination with the City of Kenora. The purpose of the Strategy is to build on the existing work related to tourism and economic development planning initiatives completed by the City over the past 15 years, including:

- Lake of the Woods Development Commission Tourism Strategy (2008);
- City of Kenora Economic Development Plan (2012);
- Tourism Kenora 5-Year Strategy (2014); and
- Lake of the Woods Development Commission Strategic Plan 2017-2019 (2017).





"Kenora will continue to grow as a regional service centre with a resilient local economy that is supported by a four-season tourism sector, high quality of life and a supportive local environment for businesses and entrepreneurs."

Three (3) Strategy Pillars are identified that represent key areas of focus to support the City in implementing their vision and direction for tourism and economic development:

- **Tourism Development**: Sector specific focus on growing Kenora's local tourism industry and position as a service centre for regional tourism operations.
- **Economic Development**: Focus on the growth and diversification of Kenora's broader economy, including growth and retention of local business and building partnerships.
- Tourism and Economic Foundations: Non-sector specific areas influenced or determined by a municipality that are important to creating conditions for tourism and economic growth.

The Strategy provides overarching goals and objectives for tourism and economic development. Key goals and objectives identified in the Strategy that could be relevant to the CIP Review are shown in **Table 2-5**.

Table 2-5: Economic Development and Tourism Strategy Goals and Objectives

Goal	Objective and Action	
Goal #1: Tourism Development	Support Kenora's development as a key destination for arts, culture and heritage.	
·	Work to increase activity and awareness related to Kenora's rich history, culture and arts by identifying opportunities to include artistic components into the design of City infrastructure and facility projects.	
	Advance Kenora's position as a host community for special events.	
	Support event development and growth in Kenora by increasing and enhancing event infrastructure to help support existing and new events; and	
Goal #2:	Activate development on Kenora's vacant and underutilized lands.	
Economic Development	Improve the development readiness of publicly owned residential, commercial and industrial lands by identifying short term opportunities to extend municipal services to key municipal surplus lands to enable short- term disposition and development;	

Goal	Objective and Action	
	Work to complete dispositions processes for targeted municipal surplus lands identified as short to medium-term priority in the Vacant Lands and Growth Strategy (2020);	
	Encourage temporary uses on public vacant lands that promote economic activity as an interim use prior to development; and	
	Support minor capital improvements to select vacant and underutilized lands to enhance their capacity to host temporary uses that generate economic activity.	
Goal #3:	Support Indigenous partnerships in tourism and economic investment in	
Tourism and Economic	Kenora.	
Foundations	Investigate opportunities for joint municipal-First Nation development projects to better leverage potential funding and grant opportunities;	
	Provide support (e.g., letters of support) for First Nations seeking funding and resources for economic and community development projects; and	
	Collaborate with local First Nations to include Indigenous heritage display in key tourism spaces and facilities.	
	Undertake planning activities that support tourism and economic	
	development objectives.	
	Ensure parks and recreation master planning includes a focus on	
	leveraging parks and recreation facilities for tourism and economic development; and	
	Conduct review and updates of existing Community Improvement Plans and opportunity to expand project areas.	
	Develop and invest in strategic infrastructure that supports economic and	
	tourism growth.	
	Enhance Kenora's Harbourtown Centre, Harbourfront, beaches, parks and key natural areas by developing a wayfinding program beyond Harbourtown Centre;	
	Expand local trail network and active transportation improvements and develop connections to regional trail networks;	
	Facilitate housing development to support community economic growth by exploring enabling policy for innovative housing development (i.e., tiny homes, suites, additional residential units);	



Goal	Objective and Action	
	<ul> <li>Market opportunities for housing development supported by current and future Community Improvement Plans (CIPs); and</li> </ul>	
	<ul> <li>Promote Municipal Capital Facilities By-law to enable affordable housing investment.</li> </ul>	

#### 2.11.3 Asset Management Plan (2022)

The Asset Management Plan was prepared by PSD Citywide in 2022. The purpose of the Plan is to assist the City of Kenora in managing their infrastructure needs while ensuring timely investments to minimize repair and rehabilitation costs and maintain municipal assets.

The Plan identifies a series of classes for the City that had a total asset valuation of \$1.2 billion in 2022, with the water and road network comprising the largest total replacement cost (see **Figure 2-5**).

Figure 2-5: Asset Replacement Value - All Asset Classes





The CIP will be aligned with the goals of the Plan, aiming to enhance the community's built environment, economic vitality, and quality of life, which depend on reliable and well maintained infrastructure. While the CIP primarily supports revitalization through investment by private property owners, the Asset Management Plan ensures that the foundational infrastructure is in place to support future growth and development.

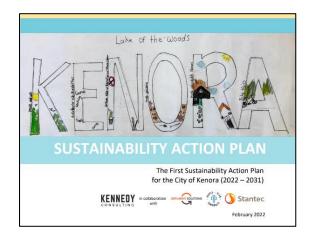


The Plan also provides detailed data on the current state of the City's assets, such as roads, parks, trails, and public facilities, which can inform priority areas that require investment or revitalization through municipal leadership initiatives. The CIP can be used to recommend investment within the Community Improvement Project Areas, contributing to meaningful community revitalization, increasing the City's tax base, and increasing Kenora's presence as a vibrant destination.

#### 2.11.4 Sustainability Action Plan (2022)

The City of Kenora developed its first
Sustainability Action Plan in February 2022 with
Kennedy Consulting, in collaboration with City
staff, members of the City's Sustainability
Advisory Committee (SAC), other local
organizations, and interested members of the
community. The Plan is intended to provide
guidance to enhance sustainability and increase
community resilience in Kenora.

The **vision** for the City of Kenora in the Sustainability Action Plan is:



"To collaboratively implement a suite of projects that, over the next decade, will contribute to a better quality of life for the community in Kenora while also building pathways to reconciliation and safeguarding the diverse ecosystems that sustain the community."

The main objectives that have emerged from the development of the Sustainability Action Plan are:

- 1. Work collaboratively to implement the projects in this Plan under the leadership of the identified champions and partners, and with support from the Sustainability Advisory Committee (SAC).
- Track the progress of each project in being implemented in meeting the established measures of success, and report on this progress regularly over the Plan timeframe.

The Sustainability Action Plan identifies four (4) categories with related sustainability projects for the City:

#### 1. Energy conservation

- Build on the existing Community Energy Plan to create an emissions reduction plan for Kenora, including targets and accountability mechanisms.
- Evaluate the potential to develop a program to facilitate energy conservation retrofits for existing and new buildings.
- Implement and promote demonstration projects to showcase delivery of renewable energy in Kenora.

#### 2. Green infrastructure and sustainable transit

- o Undertake a stormwater funding feasibility study.
- o Incorporate green infrastructure into the City's asset management process.
- Research and evaluate alternatives for public transportation that meet the needs of the public, are environmentally friendly and are cost-effective.

#### 3. Local food production and waste reduction

- Expand local micro-farming, food collection and community gardening to build local food security.
- o Implement a local household composting initiative.
- Develop and implement a community composting program that includes institutional and / or commercial partners.
- Develop and implement mechanisms for the local salvage, re-use and exchange of housing and building materials.

#### 4. Water stewardship

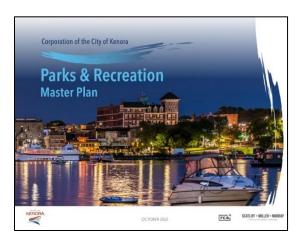
- Provide water bottle filling stations for the community in Kenora's downtown.
- Build relationships with Anishinaabe and other Treaty Partners through a joint program focused on local water security.
- Develop and implement a Healthy Shorelines Program.
- o Identify, monitor and manage flood risk areas in the City of Kenora, building on work done outside the City by local First Nations.

The CIP and its financial incentive programs will be informed by the Sustainability Action Plan, and may include recommended municipal leadership initiatives that support sustainability, such as green infrastructure development and climate resilience measures. Further, financial incentive programs for private property owners that assist with initiatives like energy-efficient building retrofits and the development of community gardens may be considered for inclusion.

#### 2.11.5 Parks and Recreation Master Plan (2022)

The Parks and Recreation Master Plan was prepared by Scatliff+Miller+Murray in October 2022. The Master Plan provides guidelines for future planning and decision making with respect to parks and recreation services, assets, and programs in Kenora over the next 10 years.

The goal of the Master Plan is to enhance places, spaces and services that residents' access to be active, play, and be with others doing activities that improve quality of life.



The Master Plan provides eight (8) guiding principles for recreation and parks, which include:

- **1. Equity and Inclusion:** Parks and recreation opportunities are available to all, regardless of age, gender, ethnicity, or socio-economic status.
- **2. Accessibility:** Barriers to participate in parks and recreation opportunities are minimized, be they physical, skill, or awareness related.
- **3. Affordability:** Publicly funded parks and recreation opportunities will be affordable, with some being free to access.
- **4. Viability:** The City will work to optimize the use of parks and recreation spaces, balancing financial requirements (user fees) and social benefit (individual and community).
- **5. Reconciliation:** Parks and recreation opportunities support Truth and Reconciliation and are a medium through which understanding and healing can be advanced.
- **6. Collaboration:** The City will work with partners such as community groups and associations, user groups, and other communities to leverage collective investments in parks and recreation to achieve common goals.

- 7. **Climate Action:** Parks and recreation services will be offered in ways that minimize carbon footprints and respect and protect biodiversity and the environment.
- **8. Leadership:** The City embraces its leadership role in the provision of parks and recreation, influencing the strategic direction of all stakeholders building capacity in the service delivery system where possible.

The Parks and Recreation Master Plan is relevant to the CIP as it provides a strategic framework for enhancing public spaces, recreational facilities, and community amenities, which are central to improving the quality of life and driving local economic development and tourism. By aligning the CIP initiatives with the Plan's priorities, such as fostering accessibility, promoting active lifestyles, and supporting tourism, the City of Kenora can ensure cohesive and impactful community improvements.

#### 2.11.6 Multi-Year Accessibility Plan 2023-2026 (2023)

The City of Kenora developed its Multi-Year Accessibility Plan 2023-2026 in 2023 to support the Accessibility for Ontarians with Disabilities Act (AODA) to make the Province of Ontario accessible by the year 2025. The purpose of the Plan is to achieve a more accessible and inclusive City.

The Multi-Year Accessibility Plan will be reviewed and updated at least once every four years, with an annual report status report completed throughout the City's accessibility development progress. The Plan states that the City will prepare accessibility reports for submission to the Ontario Government every two (2) years.

#### 2.11.7 Triage Business Retention and Expansion Survey (2023)

Deloitte was retained by the City of Kenora to undertake a Triage Business Retention and Expansion (BR+E) Survey, which was completed in late 2023. The purpose of the BR+E Survey was to engage the broader business community in Kenora in order to better understand how to support local businesses, identification of potential expansion or retention opportunities, and monitoring. The BR+E Survey was conducted through random sample telephone interviews and an online survey. A total of 115 businesses engaged through the BR+E activities.

The key BR+E findings relevant to the CIP Review are summarized below:

 The availability and affordability of property for purchase or lease, availability of health and medical services, labour, adequate housing, and the City's development and building



permit process were flagged as areas of concern by survey respondents. These areas were identified by the BR+E as items of priority to support future business in Kenora.

- When asked about visioning for the commercial areas of downtown Kenora, survey respondents identified a need for a vibrant downtown that supports commercial development and inclusion and enhancement of social services.
- The City of Kenora scored below the National average on the Community Business Health Index due to lower scoring on indicators related to workforce attraction and retention.
   However, it is noted that the City ranked higher than the national average for the indicator related to expected revenue changes and business two-year outlooks.

The CIP Review will be used to further explore the financial incentive programs and tools to best support commercial activity and business development in the City.

#### 2.11.8 Active Transportation Master Plan (2023 - Ongoing)

The City of Kenora initiated the development of an Active Transportation Master Plan (ATMP) in 2023. The purpose of the ATMP will be to improve options for walkability, cycling, and other forms of active transportation in Kenora. The project is currently underway with completion anticipated in early 2025.

The CIP can support the ATMP's recommendations and encourage the development of active transportation infrastructure as a municipal leadership initiative.

#### 3.0 Community Engagement

Community engagement is a critical component to the success of the CIP, from its development through to its implementation. The City of Kenora is committed to engaging with local business owners and operators, residents, local interest groups, and agencies throughout the CIP Review. This will ensure that the CIP reflects community needs and priorities and can support and facilitate community improvement projects with tangible impacts on the quality of life and vitality in Kenora.

The CIP Review process includes several opportunities for community engagement to inform the development of a vision and goals for the new CIP, the suite of Financial Incentive Programs which will be available to private landowners, as well as recommendations for municipal leadership activities on public lands. To date, the following engagement activities have been undertaken, and their results are summarized in the following sections:

- Public Open House #1 (concurrent with Official Plan / Zoning By-law Review project) –
   March 5, 2025;
- CIP Working Group Visioning Workshop, March 6, 2025; and
- Community Survey (concurrent with Official Plan / Zoning By-law Review project) and CIP
  Prospective Applicant Survey, March 5 to 28, 2025 to seek feedback from members of
  the public and members of the local business community on CIP opportunities and focus
  areas for financial incentive programs, and to inform the Official Plan and Zoning By-law
  Review.

A Visioning session with the City of Kenora Council will take place on June 5, 2025, during which the results of the engagement activities above will also be presented to Council.

#### 3.1 City Staff Technical Advisory Committee

A project-specific Technical Advisory Committee (TAC) has been established for the CIP Review and concurrent OP and ZBL Review, consisting of members of the City's Planning Advisory Committee and City staff from the Planning and Building Services, Economic Development and Tourism, and Engineering and Infrastructure departments. The TAC will be involved in reviewing and providing feedback on key draft and final deliverables, including the Background Report and CIP document.

#### 3.2 CIP Working Group

A CIP Working Group, with representatives from the City's economic development community, has been established to help guide the CIP Review. The CIP Working Group is tasked with reviewing and providing feedback on key draft and final deliverables, including this Report and the CIP.

The CIP Working Group is comprised of representatives from the:

- City's Economic Development and Tourism, Planning and Building Services, and Finance departments;
- Harbourtown BIZ;
- · Kenora and District Chamber of Commerce;

- A representative from Niiwin Wendaanimok Partnership Four Winds Partnership (an Indigenous owned and operated corporation providing construction contracting and environmental monitoring services); and
- Local entrepreneurs.

#### 3.2.1 CIP Working Group Visioning Workshop

On March 6, 2025 as part of Phase 2 of the CIP Review, the Project Team facilitated an inperson CIP Visioning Workshop with the CIP Working Group and City staff. The Visioning Workshop included a presentation introducing the purpose and contents of a CIP, the CIP development process, and an overview of the City's existing CIPs and opportunities for updates. Facilitated visioning activities were conducted with participants to set the foundation for the project, including a:

- Mapping exercise to review and confirm boundaries for the proposed Community
   Improvement Project Area(s);
- Draft Vision Statement and goals for the new CIP, presented in Section 4.0 of this Report;
   and
- Discussion on specific Financial Incentive Programs and potential municipal leadership initiatives of interest to be considered in developing the new CIP, as further discussed in Section 5.3 of this Report.

A detailed summary of the CIP Working Group Visioning Workshop activities and results in provided in **Appendix A**.

#### **3.3** Public Open House #1 – March **5**, **2025**

An in-person Public Open House (POH) was held on March 5, 2025 from 6:00 pm to 8:00 pm at the Lake of the Woods Discovery Centre in Kenora. The purpose of the Public Open House was to:

- Provide an introduction and overview of the CIP, Official Plan, and Zoning By-law Review processes to the community;
- Collect background information and input from the community with respect to key issues and opportunities, and inform the vision and goals for the new CIP, Official Plan, and Zoning By-law; and
- Launch the Community Survey.



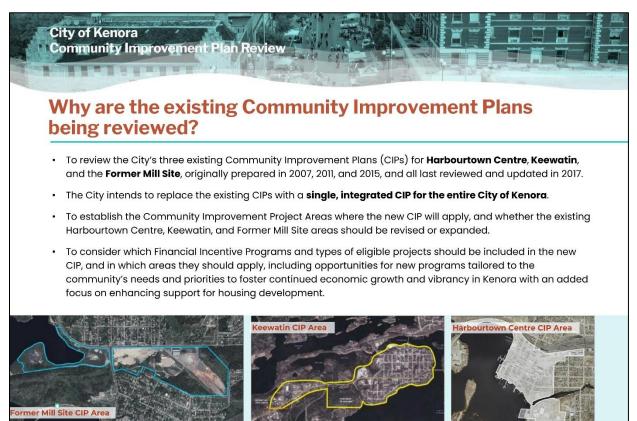
The event was held as an informal drop-in session, where attendees had the opportunity to engage with interactive display boards related to the three projects, and ask questions of City staff and the WSP Consultant team. The Draft Background Reports (February 2025) for the concurrent Reviews were made available on the City's project website for public review in advance of the Public Open House.

Approximately 47 people attended the Public Open House, and provided input on key project themes. With respect to the CIP Review, Public Open House display boards presented an introduction to "What is a Community Improvement Plan?" and the key benefits of a CIP, and an explanation of why the City's existing CIPs are being reviewed (see **Figure 3-1**).

Figure 3-1: Public Open House #1 CIP Display Boards







Two (2) interactive display boards related to the CIP asked attendees to consider a vision and priorities for community improvements in Kenora. **Table 3-1** presents the questions and community input received.

#### Table 3-1: Public Open House #1 - Community Input Received

CIP Question #1: "Describe the City of Kenora as you wish to see it in the future. Consider what will draw residents, tourists, and businesses to Kenora. How will these areas look and feel?"

#### **Responses:**

- Year-round walkability, including sidewalks and bike lanes
- Improved wayfinding
- An age-friendly community



CIP Question #1: "Describe the City of Kenora as you wish to see it in the future. Consider what will draw residents, tourists, and businesses to Kenora. How will these areas look and feel?"

- Natural green spaces for recreation (including active recreation like Norman, Garrow, and Anicinabe Parks as well as quiet and relaxing spaces like Keewatin Beach)
- Lake access and accessible waterfronts
- An improved sense of community and a vibrant community culture, celebrating diversity, local talent and arts, and community and recreational events
- More housing, including multi-unit housing and conversion of underutilized buildings into housing

CIP Question #2: "What types of community improvements are needed in Kenora? Consider streetscapes and landscapes, buildings, housing availability, underutilized sites, Kenora's heritage, and more. Are there specific properties or locations in Kenora that you believe need improvement, redevelopment, or revitalization?"

#### **Responses:**

#### **Opportunities:**

- A CIP for the whole City
- Partnerships with Indigenous communities
- Infill in the Downtown, with less parking
- Tiny houses
- Affordable housing
- Lake access
- Public green spaces, including hiking and biking trails
- Back lanes used for bike routes
- Seasonal use of central rink for summer activities
- Safe consumption site
- 24/7 shelter

#### Challenges:

- Ground floor retail uses in the Downtown
- Private investment in the Downtown
- Vacant spaces and empty stores / businesses
- Limited financial support
- Poor infrastructure
- Need to redevelop Kenricia Hotel property
- Tree canopy



#### 3.4 Community Survey

An online Community Survey was available from March 5, 2025 to March 29, 2025 via Survey Monkey, to provide an opportunity for residents in Kenora to share their input on a vision for the City's growth and development over the next 25 years, as well as key opportunities and challenges. Participants were invited to review the two Draft Background Reports that were prepared to support the CIP Review and the Official Plan and Zoning By-law Review, to assist in completing the survey.

A total of 616 responses to the Community Survey were received. Responses will be used to inform the draft Vision Statement for the new CIP, as well as future policy and zoning recommendations for the new Official Plan and Comprehensive Zoning By-law.

City staff also conducted a dedicated Student Community Survey with a group of local Grade 9 students, to gain the perspectives of Kenora youth regarding opportunities and challenges to be addressed through the project.

An analysis of Community Survey responses to the CIP-related questions is included in **Appendix B**.

#### 3.5 CIP Prospective Applicant Survey

A separate Survey was distributed by City staff to members of Kenora's business community, as prospective applicants for the future Financial Incentive Programs in the new CIP. Survey questions focused on the: existing strengths, challenges, and opportunities facing business owners and operators in the City; identification of specific properties and areas in need of improvements; and ideas for specific incentive programs that would best support economic development in the City.

A total of 58 responses to the CIP Prospective Applicant Survey were received. An analysis of the Survey responses is included in **Appendix C**.

#### 3.6 Future Opportunities for Public Engagement

The CIP Review will include the following future opportunities for continued public engagement, once the Draft CIP has been prepared and made available for public review:

- Virtual Statutory Public Open House #2: To virtually present the Draft CIP to the
  community for feedback, which will inform the next step of preparing the Final Draft CIP.
  The Draft CIP and presentation materials will be available on the City's project website for
  public review.
- Virtual Statutory Public Meeting: A Statutory Public Meeting under the Planning Act will be held virtually to present the Final Draft CIP to City Council and the public. Members of the public will be able to make oral delegations to Council and/or submit written comments regarding the Final Draft CIP. Following this meeting, a Final CIP will be prepared with consideration of all comments received, prior to being presented to Council for consideration of adoption.

A Notice of Statutory Public Meeting will be published 20 days in advance of the meeting, along with the Final Draft CIP document, for public review.

#### 4.0 New CIP Draft Vision



A Vision Statement is a formal, aspirational statement that identifies what is important to a community, now and in the future. It provides a foundation for establishing the specific goals of the new City of Kenora CIP.



Through the CIP Review process, a new Vision statement and series of goals will be developed for the new CIP. Based on the community input received through the engagement activities described in **Section 3.0** of this Report, the following draft Vision Statement has been developed. It will be presented to City Council for consideration and input during the Visioning session with Council on June 5, 2025.

#### **Draft Vision Statement**

"The City of Kenora will foster a welcoming, safe, resilient, and vibrant community, where housing, tourism, and business investment and growth are supported throughout the City through targeted improvements and incentives."

A series of specific goals to implement the Vision Statement will be included in the new CIP, and will be informed by the results of the engagement activities described in **Section 3.0** of



this Report, discussions with City Staff, and feedback to be received from Council in a CIP Visioning Session to be held on June 5, 2025.

#### **5.0 CIP Opportunities**

This Section presents a summary of preliminary opportunities for consideration in developing the City of Kenora's new CIP. These opportunities have been identified through a review of:

- Local planning considerations in Kenora, based on the information presented in Section
   2.0 of this Report;
- Current CIP approaches and Financial Incentive Program offerings in other municipalities across Ontario, including municipalities who are using CIPs to encourage housing development and some who have been recipients of the Housing Accelerator Fund; and
- Input received from the CIP Working Group and members of the community through the engagement activities described in **Section 3.0** of this Report.

#### **5.1** Scan of CIP Approaches

This Section provides a scan of current CIP approaches in Ontario, with particular attention to the types of Financial Incentive Programs that are being included in CIPs to facilitate increased housing development across Ontario municipalities, and enhance overall quality of life for residents by fostering vibrant and resilient communities. These CIP approaches offer valuable insights into the CIP elements that may contribute to successful economic development in the City of Kenora, and to assess gaps in the City's existing financial incentives included in its current CIPs.

It should be noted that programs related to development located in proximity to rapid transit, as well as programs related to development charges, are not included in the scan as they are not relevant to the City of Kenora.

#### **5.1.1** Housing-focused CIP Programs

**Table 5-1** presents an overview of Financial Incentive Programs in select municipal CIPs across Ontario that are specifically focused on encouraging the development of housing units, with a particular focus on facilitating affordable housing.

Table 5-1: Overview of Current Municipal Housing-focused CIP Programs

\*Denotes that the municipality's CIP was associated with, or funded in part by, the Federal government's Housing Accelerator Fund (HAF).

Municipal CIP	Financial Incentive Program and Purpose	Incentive Amount
Housing for Hamilton CIP* (2024)	Additional Dwelling Unit and Multi-Plex Housing Incentive (ADU-MHI): To support the development of Additional Dwelling Units or Garden Suites on the same property as low-density houses or the creation of multi-plex dwellings with six (6) or less units.	Cost of each building permit, up to a maximum of \$2,000 per permit; and/or  A 15-year Forgivable Loan of \$25,000 per Eligible Unit(s), up to a maximum of \$150,000
	Housing Acceleration Incentive (HAI): To support the creation of seven (7) or more net new housing units and/or affordable rental housing units on sites which have been the subject of a City-led land use planning initiative that occurred after April 7, 2022**, and which removed barriers in order to support new housing creation.  **Date that the City received Social Services Relief Funding from Ministry of Municipal Affairs and Housing.	Grant of \$35,000; and/or  A 15-year Forgivable Loan of \$25,000 per Eligible Unit(s), up to a maximum of \$2,500,000
Thunder Bay Housing CIP* (2024)	Additional Dwelling Units Grant: To incentivize the development of Additional Dwelling Units that contribute to the supply of rental housing.	Grant up to a maximum of 100% of eligible costs to a maximum of \$20,000 per unit
	Housing Rehabilitation and Conversion Grant: To support renovations that bring existing residential	Grant up to a maximum of 100% of eligible costs to a maximum of \$25,000 per unit

Municipal CIP	Financial Incentive Program and Purpose	Incentive Amount
	units up to Ontario Building Code, and the conversion of commercial / mixed-use buildings to residential rental units	
	Multi-Unit Residential Grant: To incentivize the development of multi-unit residential buildings.	Grant up to a maximum of 100% of eligible costs to a maximum of \$25,000 per unit above the 70% density threshold of the zone, up to a maximum of \$300,000 per property. Funding is only provided for the units above the 70% density threshold (e.g., if you may construct a maximum of 6 units on a lot, and you build 5 units, 70% of the maximum density is 4.2 units, and therefore you would be funded for 0.8 units over maximum density)
	Planning and Building Permit Fees Grant: To encourage a range of housing options by offsetting the cost of applications and permits.	Grant up to a maximum of \$10,000 per project and/or property
	Servicing Grant: To support municipal servicing upgrades for additional dwelling units that contribute to the supply of rental housing.	Grant up to a maximum of 100% of eligible costs up to a maximum of \$10,000, where municipal servicing upgrades are required to satisfy current City standards
	Construction Assistance Grant (2024): To stimulate the development of new residential units in these	Grant up to \$20,000 per unit for single bedroom and up to \$30,000 per unit for two or more bedrooms for

Municipal CIP	Financial Incentive Program and Purpose	Incentive Amount
Thunder Bay Downtown and Strategic Core Areas CIP (2021)*	areas and support property owners and developers with financial incentives to help develop new units	the cost to construct new residential units, to a maximum of \$300,000 per property.
Note: The CIP is under review as part of the City's HAF-		This grant can also be stacked with other Strategic Core Area CIP grants.
funded initiatives, but the Construction Assistance Grant has been added in 2024 as a stand-alone grant funded by the HAF	<b>Residential / Office Conversion Grant – 2<sup>nd</sup> Floor:</b> To promote the renovation and conversion of second floor or higher units to residential or office use.	Equal to 50% of renovation costs to a maximum of \$10,000
Municipality of Wawa CIP (2024)	Housing Feasibility and Development Grant: To assist with the cost of undertaking professional studies to determine a housing project's feasibility prior to construction, and to support required planning and technical studies and plans.	Grant for up to 50% of professional fees required to prepare an eligible study, to a maximum of \$5,000, or as determined by Council.
	Residential Intensification Grant – Upper Storey(s): A grant per new residential dwelling unit (rental or ownership) created, intended to encourage property owners to create new residential dwelling units on upper storeys only through new development or addition to existing buildings.	Grant for up to 50% of construction costs per new residential dwelling unit created, up to a maximum of \$5,000 per unit and a total maximum of \$20,000 for all new residential dwelling units created, or as determined by Council.
	Residential / Office Rehabilitation and Conversion Grant – Upper Storey(s): To offset the cost of rehabilitating and converting existing upper storey	Grant for up to 50% of construction costs, up to a maximum of \$5,000 per unit and a total maximum of \$20,000 (or four units), or as determined by Council.

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Municipal CIP	Financial Incentive Program and Purpose	Incentive Amount
	units above an existing commercial use to residential dwelling units or office uses.	
Town of The Blue Mountains Housing within Reach CIP (2021)	Additional Dwelling Unit Program: To encourage additional dwelling units that are accessory to a single detached dwelling, semi-detached dwelling, duplex dwelling or townhouse dwelling.	Grant of 50% of eligible costs to a maximum of \$15,000, or a loan for 50% of eligible costs to a maximum of \$30,000.
	Attainable Housing Feasibility Grant: To assist eligible applicants with the cost of determining an attainable housing project's feasibility prior to construction.	Grant of 100% of eligible costs to a maximum of \$20,000 per property.
	Downtown Apartment Rehabilitation or Conversion Program: Intended to facilitate the rehabilitation of an existing residential unit, or the conversion of commercial, residential or mixed-use building space into an attainable housing unit(s) in the upperstorey or rear floor space of a building.	Grant of 50% of eligible costs to a maximum of \$15,000 per dwelling unit (maximum of 4 units), or a loan for 50% of eligible costs to a maximum of \$30,000 per dwelling unit (maximum of 8 units).
	Municipal Fees Equivalent Program: To reduce financial costs associated with planning application and building permit fees that may be incurred by an eligible application through the development application process, resulting in a reimbursement of	Grant of up to 100% of fees, or \$10,000, whichever is less.  Loan of 100% of fees, or \$20,000, whichever is less.

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Municipal CIP	Financial Incentive Program and Purpose	Incentive Amount
	a portion of certain planning applications and building permit fees.	
	Surplus Land Grant Program: To identify municipally owned lands that are determined to be surplus to the needs of the Town or the County and that will be subsequently offered through a Request for Proposal process for development purposes.	Granting of surplus land at a significantly reduced value or at no cost, based on a valuation of a surplus property.
	Tax Increment Equivalent Program: To encourage significant investment in developing attainable housing in the Town by offering a grant or loan to offset increased tax assessment.	Grant equivalent up to 50% of eligible costs to a maximum of \$25,000 per year for up to 10 years.
City of Belleville CIP (2021)	Affordable Rental Housing Building Permit Fee Rebate: New second units or new apartment buildings which result in the creation of affordable rental units are eligible to receive a rebate for fees associated with applications for Building Permit approval.	Rebate equivalent to 100% of the building permit fees associated with the affordable rental units, calculated based on the proportion of units which are affordable using specific criteria.
	Affordable Rental Housing Tax Increment Equivalent Rebate: New second units or new apartment buildings which result in the creation of affordable rental unit(s) are eligible to receive a Tax Increment Equivalent Rebate.	Rebate for tax increases which occur as a result of the development of affordable rental unit(s), equal to 100% of the increase in the municipal portion of property tax payments as a result of a reassessment for 10 years.

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Municipal CIP	Financial Incentive Program and Purpose	Incentive Amount
	Accessibility Top-Up Rebate: New legal second units or affordable rental units that are designed to be accessible for persons with disabilities are eligible for a rebate.	Rebate up to \$2,500 per unit.
	Downtown Residential Above Commercial Building Permit Fee Rebate: New buildings and upgrades to existing buildings which result in the creation of new residential units above commercial ground floors are eligible to receive a rebate for fees associated with applications for Building Permit approval.	Rebate equivalent to 100% of the building permit fees associated with the creation of a new residential unit(s).
	Downtown Residential Above Commercial Tax Increment Equivalent Rebate: New buildings and upgrades to existing buildings which result in the creation of new residential unit(s) above commercial ground floors are eligible to receive a Tax Increment Equivalent Rebate.	Rebate for tax increases which occur as a result of the development of new residential unit(s) above a commercial ground floor, equal to 100% of the increase in the municipal portion of property tax payments as a result of reassessment for 10 years.
	Second Units in Existing House Rebate: Existing dwellings which are renovated to include a new legal second unit will be eligible to receive a rebate.	Rebates of between \$500 and \$2,000 for necessary studies/drawings, and for construction costs where more than \$30,000 was spent in professional contractor labour and contractor-supplied materials to construct the legal second unit.

Municipal CIP	Financial Incentive Program and Purpose	Incentive Amount
	Second Units in New Construction Housing Rebate: Home buyers who choose to include a second unit in the purchase of a newly constructed home (i.e., the home builder constructs the second unit while building the new house) are eligible to receive a rebate for a fixed amount of construction costs.	Rebate for \$2,500 for the purchase of a new dwelling includes a legal second unit.
City of Dryden CIP (2019)	Affordable Housing and Seniors Housing Grant: To promote the development and implementation of new affordable housing and/or seniors housing units in Dryden through the funding of background / supporting studies for new projects or for rehabilitation, renovation, or redevelopment of existing buildings, vacant lands, or underutilized sites.	Grant for up to 50% of eligible project costs, to a maximum of \$5,000.
Greater Sudbury Affordable Housing CIP (2018)	<b>Feasibility Grant Program:</b> To stimulate private sector investigation of the potential adaptive re-use or redevelopment of buildings or vacant land.	Grant up to a maximum of \$5,000.
	Planning and Building Fee Rebate: To encourage the development and redevelopment of eligible properties by rebating fees associated with Planning Act and Ontario Building Code applications.	Rebate up to a maximum of \$5,000 for planning fees, and \$30,000 for building fees.

Municipal CIP	Financial Incentive Program and Purpose	Incentive Amount
	<b>Residential Incentive Program (per-door grant):</b> To jump-start affordable housing in locations that best serve needs of tenants.	Grant of \$10 per square foot of newly created affordable habitable residential space, or \$20,000 per affordable dwelling unit, whichever is lesser, to a maximum of \$200,000 per property.
	Second Unit Incentive Program: To encourage the creation of second units by a non-profit or charitable institution.	Grant up to a maximum of 50% of approved project costs to a maximum of \$50,000.
	Tax Increment Equivalent Grant: To encourage the development and redevelopment of eligible properties by providing grants equivalent to the incremental increase in municipal property tax assessment and revenue resulting from property improvements.	Grant equal to 100% of the tax increment in years 1-3, and 50% of the tax increment in years 4-5.
Sault Ste. Marie Rental Housing CIP (2014)	Rental Housing Tax Increment Equivalent Grant: A grant for property owners who undertake the development or redevelopment of properties that result in a reassessment.	Amount for this program shall not exceed 75% of the increase in the municipal portion of the taxes, decreasing to 50% in year two and 25% in year three (25% in year four with assisted living incentive).
	Assisted Living Incentive: Projects which provide facilities that contribute to an improved assisted living environment such as additional space for nurses, physiotherapists, social service agencies or	

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Municipal CIP	Financial Incentive Program and Purpose	Incentive Amount
	personal support workers will be eligible for up to one additional tax grant year.  Additional Barrier Free Units: Projects which exceed the minimum number of barrier free units required under the Ontario Building Code (i.e., 10% of all new residential units in multi-unit buildings shall be designed to be barrier free).	



#### **5.1.2** Currents CIPs in Northern Ontario

A review of the following current CIPs from other Northern Ontario municipalities was conducted to help inform the selection and development of potential Financial Incentive Programs for the Kenora CIP:

- City of North Bay Growth CIP (September 2024);
- City of Sudbury Strategic Core Areas CIP (Revised February 2024);
- Municipality of Wawa Downtown CIP (March 2024);
- City of Thunder Bay Strategic Core Areas CIP (Adopted August 2016; Amended January 2021);
- City of Dryden CIP (December 2019); and
- Town of Hearst Downtown Highway 11 / Front Street Corridor CIP (Amended July 2019).

**Table 5-2** to **Table 5-9** are organized by the theme of the various CIP programs included in the above CIPs, and summarize the name, purpose or objective, and grant amount of each relevant Financial Incentive Program.



**Table 5-2: Accessibility Programs in Northern Ontario CIPs** 

Accessibility		
Municipal CIP	Financial Incentive Program and Purpose	Incentive Amount
Municipality of Wawa Downtown CIP (2024)	Accessibility Improvements Grant: To improve the accessibility of existing commercial sites and buildings, in accordance with the Accessibility for Ontarians with Disabilities Act, 2005 and the Municipality's commitment to being an age-friendly community.	Grant for up to 50% of eligible costs, to a maximum of \$5,000, or as determined by Council.
City of Dryden CIP (2019)	Accessibility Grant: To improve the accessibility of existing buildings in accordance with the Accessibility for Ontarians with Disabilities Act, 2005.	Grant for up to 50% of the construction costs, to a maximum of \$15,000.

**Table 5-3: Brownfield Sites Programs in Northern Ontario CIPs** 

Brownfield Sites		
Municipal CIP	Financial Incentive Program and Purpose	Incentive Amount
Municipality of Wawa Downtown CIP (2024)	Brownfields Redevelopment Grant: To encourage the remediation, rehabilitation, and redevelopment of brownfield sites in the Downtown.	The Municipality may, by by-law, defer or cancel all or part of the municipal taxes on a brownfield site during the Rehabilitation Period and Development Period, as defined in Section 365.1(1) of the Municipal Act (total value deferred or cancelled will not exceed the total eligible costs).  The Municipality may apply to the provincial Brownfields Financial Tax Incentive Program, on behalf of the owner, to cancel or freeze all or part of the education component of property taxes.
City of Dryden CIP (2019)	Brownfield Property Tax Assistance Grant: To encourage the remediation, rehabilitation, and redevelopment of brownfield sites in the City.	The City may, by by-law, defer or cancel all or part of the municipal taxes on a brownfield site during the Rehabilitation Period and Development Period, as defined in Section 365.1(1) of the Municipal Act (total value deferred or cancelled will not exceed the total eligible costs).  The City may apply to the provincial Brownfields Financial Tax Incentive Program, on behalf of the owner,

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Brownfield Sites		
Municipal CIP	Financial Incentive Program and Purpose	Incentive Amount
		to cancel or freeze all or part of the education component of property taxes.
	<b>Environmental Site Assessment Grant:</b> To promote the completion of environmental studies by property owners to better understand the type of contamination and potential remediation costs for brownfield sites.	Up to 50% of the cost of undertaking an eligible study, to a maximum of: a) \$3,000 per study; and b. two (2) studies per property / project.
Town of Hearst Downtown – Highway 11 / Front Street Corridor CIP (2019)	<b>Brownfield Rehabilitation Grant:</b> To provide financial assistance for the remediation, rehabilitation and adaptive reuse of brownfield sites.	Annual grant equivalent to 50% of the increase in municipal taxes that result from the project for a period of up to 10 years, or when total grant payments equal total eligible costs, whichever is first.
	Environmental Site Assessment Grant: To support additional studies to understand the type of contamination and potential remediation costs for a brownfield property.	50% of costs, up to a maximum of \$6,000 per study, and \$12,000 per property / project.
	<b>Green Municipal Fund Program:</b> To provide financial assistance for brownfield remediation above and beyond CIP programs.	Applications are completed on a project-by-project basis and considered through a Request for Proposal (RFP) process.

Brownfield Sites		
Municipal CIP	Financial Incentive Program and Purpose	Incentive Amount
	<b>Project Feasibility Study:</b> To promote the undertaking of feasibility studies with respect to the costs of reusing, rehabilitating and retrofitting brownfield buildings and lands.	50% of eligible study costs to a maximum of \$3,000.
	Property Tax Assistance Program: To encourage brownfield remediation and development by offsetting the costs of property tax increases.	The value of the increase in municipal property tax for three years, up to a maximum of the eligible costs.



Table 5-4: Commercial / Residential Revitalization and Intensification Programs in Northern Ontario CIPs

Commercial / Residential Revitalization and Intensification		
Municipal CIP	Financial Incentive Program and Purpose	Incentive Amount
City of North Bay Growth CIP (2024)	<b>Building Improvement Grant:</b> To support the development of new businesses, significant enhancement of existing businesses, or the creation of new residential units.	50% of costs, up to a maximum of \$30,000.
	<b>Sidewalk Patio Grant:</b> To provide downtown businesses the opportunity to utilize publicly owned sidewalks and on-street parking spaces to permit sidewalk patios.	100% of professional fees to design the sidewalk patio, up to a maximum of \$1,000; and 100% of construction costs, up to a maximum of \$1,000.
City of Sudbury Strategic Core Areas CIP (2024)	Business Improvement Areas Tenant Attraction Program: To support the creation of new office space and improve existing office spaces in the Business Improvement Area.	The lesser of: 1) 90% of eligible leasehold improvement costs; 2) a ratio of the square foot area by a factor of the term of the lease; 3) \$250,000.
	Commercial Vacancy Assistance Program: To minimize commercial vacancy by providing funds to new permanent or 'pop-up' commercial tenants of vacant commercial space to make permanent interior improvements.	50% of costs up to \$5,000, where the applicant has a lease term for 3 to 6 months; 50% of the costs up to \$10,000, where the applicant has a lease term greater than 6 months.

Commercial / Residential Revitalization and Intensification		
Municipal CIP	Financial Incentive Program and Purpose	Incentive Amount
	<b>Residential Incentive Program:</b> To encourage residential development in strategic core areas.	\$20 per square foot of newly-created or newly-habitable residential space, or \$20,000 per dwelling unit, whichever is lesser, up to a maximum of \$200,000 per property.
Municipality of Wawa Downtown CIP (2024)	Activation Grant for Vacant Buildings: To assist with the costs of converting and/or rehabilitating existing vacant commercial buildings / properties into viable commercial uses, such as retail spaces to reactivate Downtown building stock.	Up to 50% of eligible costs, to a maximum of \$10,000 per property or as determined by Council.
City of Thunder Bay Strategic Core Areas CIP (2021)	Commercial Conversion (Main Floor): To encourage the redevelopment of existing main floor space to a commercial use.	50% of the cost of renovating and converting main floor residential to a commercial use up to a maximum of \$10,000.
	Residential/Office Conversion Grant: To encourage property owners to create a new second storey or higher, residential dwelling units within the project areas through new development, while maintaining commercial on the main floor.	50% of the cost of renovating and converting second floor or higher units to residential or office use up to a maximum of \$10,000.
City of Dryden CIP (2019)	Commercial and Rental Housing Conversion and Expansion Grant: To support new and growing businesses	\$5,000 per project and/or property for professional services; with the maximum value not exceeding 15% of

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Commercial / Residential Revitalization and Intensification		
Municipal CIP	Financial Incentive Program and Purpose	Incentive Amount
	in Dryden and facilitate the provision of affordable housing units in the City.	the grant that is calculated for eligible construction costs.
Town of Hearst Downtown – Highway 11 / Front Street Corridor CIP (2019)	<b>Building Rehabilitation Loan:</b> To support renovations to non-residential properties, promote functional improvements, and support conversions to mixed use buildings.	50% of the eligible costs, up to a maximum loan of \$17,500.



Table 5-5: Building Facade / Signage Improvement Programs in Northern Ontario CIPs

Building Façade / Signage		
Municipal CIP	Financial Incentive Program and Purpose	Incentive Amount
City of North Bay Growth CIP (2024)	Façade Improvement Grant: To upgrade building facades within the Downtown Target Area in alignment with design criteria.	50% of costs, to a maximum of \$15,000.
City of Sudbury	Façade Improvement Grant: To achieve aesthetic	50% of the costs, to a maximum of \$20,000.
Strategic Core Areas CIP	improvements to streetscapes by providing financial	
(2024)	assistance for façade improvements.	
Municipality of Wawa Downtown CIP (2024)	Beautification Grant: To encourage property owners to undertake minor improvements (e.g., window displays, seasonal displays and lighting, landscaped planters, etc.) to enhance the overall visual appeal of their businesses, buildings, and properties, contributing to a sense of place and community vibrancy in the Downtown.	Up to 50% of the eligible costs, to a maximum of \$1,500.
	<b>Building Façade and Signage Improvement Grant:</b> To encourage aesthetic improvements to buildings and	Facades: Up to 50% of the construction costs, to a maximum of \$10,000, or as determined by Council; the
	properties as well as new attractive and pedestrian-	maximum grant for professional architectural services
	oriented business signage, and to support continued	or heritage professionals shall not exceed 50% of the
	maintenance of Downtown commercial building stock.	grant that is calculated for eligible construction costs.

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Building Façade / Signage		
Municipal CIP	Financial Incentive Program and Purpose	Incentive Amount
		Signage: Up to 50% of the construction costs, to a maximum of \$5,000.
City of Thunder Bay Strategic Core Areas CIP (2021)	Commercial Façade Improvement Grant: For the rehabilitation and improvement of facades of buildings within the project area, to achieve aesthetic improvement to the streetscape while respecting the character of the street and historical features of the building.	50% of the cost of improvements to the façade of commercial storefront buildings, up to a maximum of \$10,000.
City of Dryden CIP (2019)	Façade Improvement Grant: To encourage aesthetic improvements to buildings and properties, and to support continued maintenance of the City's building stock. This grant is intended to promote building and associated streetscape improvements that reflect the City's northern character ad contribute to a vibrant, modern environment in Dryden.	Up to 50% of the construction costs, to a maximum of \$15,000.
	Signage Improvement Grant: To promote new attractive and pedestrian-oriented signage that	Up to 50% of the construction costs, to a maximum of \$4,000.

contributes to the visual identity and northern

character of the City.

Building Façade / Signage		
Municipal CIP	Financial Incentive Program and Purpose	Incentive Amount
Town of Hearst  Downtown – Highway 11 /  Front Street Corridor CIP  (2019)	<b>Building Façade Improvement Grant:</b> To encourage private investment in building façade improvements in the commercial areas of the CIP project area.	50% of the cost of eligible façade improvements to existing commercial properties to a maximum of \$17,500 (façade) and \$5,000 (sides), with a maximum of one grant per property per year.
	Planning, Design and Architectural Grant: To promote the undertaking of concepts, drawings, and/or architectural plans for site development and building façade improvements.	50% of the costs, to a maximum of \$600
	<b>Signage Grant:</b> To promote signage improvements in accordance with the CIP Design Guidelines.	50% of the costs, up to a maximum of \$2,500.



Table 5-6: Landscaping and Parking Improvement Programs in Northern Ontario CIPs

Landscaping and Parking  Landscaping and Parking		
Municipal CIP	Financial Incentive Program and Purpose	Incentive Amount
City of North Bay Growth CIP (2024)	Parking and Landscape Grant: To revitalize existing parking lots and parking spaces, to make them safer, more sustainable and visually appealing.	50% of the costs, to a maximum of \$5,000.
	Parking and Transit Fee Grant: To help offset the costs of parking permits and transit passes for employees of new and/or expanding businesses and residents in the downtown.	Up to 50% of parking permit fees or monthly transit passes for new and/or expanding businesses for a maximum of three (3) years.  Net new residential units are eligible for a grant of 50% on parking permits and monthly transit pass fees for one (1) year.
City of Dryden CIP (2019)	Landscaping and Parking Area Improvement Grant: To assist eligible applicants with improvements to private properties which will optimize the amount and quality of off-street parking, make more efficient use of private parking areas, improve their aesthetics.	Up to 50% of the construction costs, to a maximum of \$15,000 (grant for professional landscape architectural services shall not exceed 50% of the grant that is calculated for eligible construction costs)

Landscaping and Parking		
Municipal CIP	Financial Incentive Program and Purpose	Incentive Amount
Town of Hearst Downtown – Highway 11 / Front Street Corridor CIP (2019)	Parking Area Improvement Grant: To promote a 'greener' streetscape via landscaping improvements to parking areas and space adjacent to roadways or laneways, or provide funds to resurface and line paint existing parking areas.	50% of the costs, to a maximum of \$17,500.

**Table 5-7: Municipal Fee Rebate Programs in Northern Ontario CIPs** 

Municipal Fee Rebates		
Municipal CIP	Financial Incentive Program and Purpose	Incentive Amount
City of North Bay Growth CIP (2024)	Landfill Tipping Fee Grant: To rebate the required Landfill Tipping fees needed for the demolition of a building that is derelict.	100% of the Landfill Tipping Fees for sorted material, up to a maximum of \$50,000, or 25% of the Landfill Tipping Fees for unsorted material to a maximum of \$25,000. 25% will be rebated when the building is demolished, and 75% when the building is replaced with a new building within 1 year.
	<b>Municipal Fee Grant:</b> To encourage development and redevelopment by offsetting the costs of municipal fees.	100% of municipal fees, up to a maximum of \$250,000.
City of Sudbury Strategic Core Areas CIP (2024)	Planning and Building Fee Rebate: To encourage development and redevelopment by rebating fees associated with Planning Act and Ontario Building Code applications.	The cost of planning application fees up to a maximum of \$5,000, and the cost of building permit fees up to a maximum of \$30,000.
Municipality of Wawa Downtown CIP (2024)	Planning and Building Fee Grant: A rebate of planning application fees (e.g., Official Plan Amendment, Zoning By-law Amendment, Minor Variance, Consent, Site Plan Control) and building permit or demolition permit fees to assist with the administrative costs of development	Up to 50% of the Municipality's fees up to a maximum of \$5,000, to cover the cost of planning, building permit, or demolition permit application fees. Does not include dumping fees.

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Municipal Fee Rebates		
Municipal CIP	Financial Incentive Program and Purpose	Incentive Amount
	or redevelopment of a site or existing building with commercial or mixed uses, or the development of an affordable rental or purpose-built rental housing project.	
City of Thunder Bay	Planning Application and Building Fee Grant: To	100% of the fee for a planning application and rebating
Strategic Core Areas CIP	stimulate investment by property owners or tenants of	the 100% of the fee for a building permit, up to a
(2021)	commercial or mixed-use buildings in the Project Areas through the provision of a grant for application costs.	maximum of \$10,000.
City of Dryden CIP (2019)	Planning, Building, Demolition, and Landfill Fee	Planning Fee Grant: Up to 100% of the City's fees, as
	Grant: To encourage infill development and	determined at the discretion of Council and in
	redevelopment that is context-sensitive, attractive,	consultation with the City's Administrator and/or the
	and desirable.	Land Sale and Development Committee, to cover the
		cost of minor variance applications, zoning by-law,
		amendment applications, or site plan applications.
		Building and Demolition Permit Fee Grant: Up to 100%
		of the City's fees, as determined at the discretion of
		Council and in consultation with the City's
		Administrator and/or the Land Sale and Development
		Committee, to cover the cost of building permit fees or demolition permit fees.

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Municipal Fee Rebates		
Municipal CIP	Financial Incentive Program and Purpose	Incentive Amount
		Landfill Tipping Fees Grant: Up to 100% of the City's tipping fees at the City of Dryden Highway #502 Landfill for regular (sorted) loads, as determined at the discretion of Council and in consultation with the City's Administrator and/or the Land Sale and Development Committee.
Town of Hearst  Downtown – Highway 11 / Front Street Corridor CIP (2019)	Municipal Fee Grant: To encourage development and redevelopment by refunding the costs of municipal fees.	Building Permit Fee: 100% of the cost, up to a maximum of \$2,500.  Landfill Site Tipping Fee: 100% of the cost, up to a maximum of \$500.

**Table 5-8: Tax Increment Equivalent Grant Programs in Northern Ontario CIPs** 

Tax Increment Equivalent Grants (TIEGs)		
Municipal CIP	Financial Incentive Program and Purpose	Incentive Amount
City of North Bay Growth CIP (2024)	<b>Tax Increment Grant:</b> To stimulate new private sector investment by businesses and encourage intensification of residential units.	Equal to a declining percentage of the municipal tax increase resulting from the improvements, starting at 100% in year 1 and declining by 25% over the course of 4 years.
City of Sudbury	Tax Increment Equivalent Grant (TIEG): To encourage	Standard TIEG: Years 1 to 3, grant for 100% of tax
Strategic Core Areas CIP (2024)	the development and redevelopment of properties by offsetting the incremental increase in municipal	increment. Years 4 and 5, grant for 50% of tax increment.
	property tax.	
		Superstack TIEG: 10-year grant where redevelopment
		includes brownfield redevelopment and/or affordable
		housing.
		Corridors TIEG: 5-year grant where development
		fronting along a strategic corridor includes:
		a. a minimum of 30 dwelling units up to 100 dwelling
		units, in the case of multi-residential development;
		b. a minimum of 30 guest rooms up to 100 guest rooms, in the case of a retirement home development;
		or, c. 30 beds up to 100 beds, in the case of a long-
		term care facility development.

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Tax Increment Equivalent Grants (TIEGs) %		
Municipal CIP	Financial Incentive Program and Purpose	Incentive Amount
		Years 1-3, grant is equal to 100% of the increment. Years 4-5, grant for 50% of the tax increment.
		10-year grant where development fronting along a strategic corridor includes greater than: a. 100 dwelling units, in the case of a multi-residential development; b. 100 guest rooms, in the case of a retirement home development; or c. 100 beds, in the case of a long-term care facility development.  Note: The City also has a Parking Structure TIEG.
Municipality of Wawa Downtown CIP (2024)	Tax Increment Equivalent Grant (TIEG): To help offset the costs for property owners undertaking commercial, office, multi-residential or mixed use projects where the property assessment increases as a result of development, redevelopment, or major improvement, and there is a subsequent increase in municipal property taxes.	Equal to a declining percentage of the municipal tax increase resulting from the improvements, and shall be paid to the owner each year for a maximum duration, as determined on a case-by-case basis at the discretion of Council and in consultation with the CIP Administrator and/or the Economic Development team.

Tax Increment Equivalent Grants (TIEGs) %		
Municipal CIP	Financial Incentive Program and Purpose	Incentive Amount
City of Thunder Bay Strategic Core Areas CIP (2021)	<b>Tax Grant Rebate Program:</b> Grants to property owners who rehabilitate their properties to an extent that results in a property value increase as determined by the Municipal Property Assessment Corporation (MPAC).	100% of the increased municipal taxes attributed strictly to the valuation change in each year of the program. It is recommended that any development that results in new residential uses be eligible for a rebate for a term of up to 10 years. All other uses would be eligible to receive a rebate for a term of up to 5 years.
City of Dryden CIP (2019)	Tax Increment Equivalent Grant: To stimulate infill development and redevelopment projects, which would include those properties and/or buildings that have undergone rehabilitation or significant building improvements.	Equal to a declining percentage of the municipal tax increase resulting from the improvements, and shall be paid to the owner each year for a maximum duration, as determined on a case-by-case basis at the discretion of Council.
Town of Hearst Downtown – Highway 11 / Front Street Corridor CIP (2019)	<b>Building / Property Improvement Rebate Grant:</b> To incentivize rehabilitation and redevelopment in the CIP project area.	Equal to a declining percentage of the municipal tax increase resulting from the improvements, starting at 100% in year 1 and declining by 20% over the course of 5 years.

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**Table 5-9: Other Financial Incentive Programs in Northern Ontario CIPs** 

Other Financial Incentive Programs						
Municipal CIP	Financial Incentive Program and Purpose	Incentive Amount				
City of North Bay Growth CIP (2024)	Professional Study Grant: To encourage housing projects, downtown projects, or industrial development by offsetting the costs of hiring Engineers, Architects, and/or a Qualified Designer.	50% of the costs to a maximum of \$5,000 in the Housing Target Area and Industrial Target Area. 75% of the costs to a maximum of \$5,000 in the Downtown Target Area.				
	<b>Public Art Grant:</b> To promote vibrancy in Downtown North Bay through the provision of public art.	50% up to a maximum of \$2,500.				
City of Sudbury Strategic Core Areas CIP (2024)	Feasibility Grant Program: To stimulate private sector investigation of potential adaptive re-use or redevelopment of buildings or vacant land within the project area. Financial assistance for feasibility studies, building renovation design, energy efficient improvements, and business plans will be provided through this program.	Maximum of \$7,500; 50% paid at submission of the final completed study and 50% paid upon building occupancy.				
Municipality of Wawa Downtown CIP (2024)	Public Art Grant: To support the implementation of public art throughout the Downtown, including on exterior building walls (e.g., vinyl mural installations) fronting a public street or publicly accessible open space.	Up to 50% of the cost of eligible art works and displays on private property (including the exterior of buildings) that are clearly visible and/or accessible to the public, to a maximum of \$3,000 per property or as determined by Council.				

Other Financial Incentive Programs						
Municipal CIP	Financial Incentive Program and Purpose	Incentive Amount				
City of Dryden CIP (2019)	Energy Efficiency Grant: To encourage property owners to improve energy efficiency of existing commercial / industrial buildings, and to facilitate the installation of small-scale renewable energy systems.	Up to 50% of eligible project costs, to a maximum of \$15,000.				
	Municipal Land Disposition Program: To promote the establishment of new development (new commercial, residential, mixed use, or industrial development) on surplus lands owned by the City of Dryden and contribute to the City's long-term revenue base.	The City will consider disposing of municipally-owned lands below market value where an applicant is prepared to enter into a development agreement with the City to be registered on title. "Market value" shall be defined as "the most probable price which Land should bring in a competitive and open market as of a specified date under all conditions requisite to a fair sale, the buyer and seller each acting prudently, knowledgeably and in their own best interests," in accordance with the City's Land Acquisition and Disposition By-law No. 4543-2018.				
	Public Art Grant: To encourage the inclusion of public art in building and property improvements on private properties to promote a sense of place, community spirit, and vibrant streetscapes, while contributing to a positive experience for visitors of Dryden.	Up to 50% of the cost of eligible art works and displays on private property (including the exterior of buildings) that are clearly visible and/or accessible to the public, to a maximum of \$5,000 per property.				

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#### Other Financial Incentive Programs **Municipal CIP** Financial Incentive Program and Purpose **Incentive Amount Urban Agriculture Grant:** To promote community Up to 50% of eligible costs, to a maximum of \$2,000. gardens, small-scale agricultural uses, local food production, and the production of value-added agricultural products on private vacant lands as an interim use prior to the development and/or redevelopment of the lands. Council will consider the sale of municipally-owned **Town of Hearst** Sale of Public Land for Less than Market Value: To Downtown - Highway 11 / promote the development of underutilized publiclyproperty at 25 per cent less than market value for owned properties in the CIP Project area. developments that meet the intent and Design **Front Street Corridor CIP** (2019) Guidelines of the CIP.

The following table presents a summary snapshot of the available Financial Incentive Programs organized by the theme in the select Northern Ontario CIPs examined.

**Table 5-10: Summary Snapshot of Northern Ontario CIP Financial Incentive Programs** 

Financial Incentive Program Theme	Municipalities with Available Financial Incentive Programs							
	City of North Bay Growth CIP (2024)	City of Sudbury Strategic Core Areas CIP (2024)	Municipality of Wawa Downtown CIP (2024)	City of Thunder Bay Strategic Core Areas CIP (2021)	City of Dryden CIP (2019)	Town of Hearst Downtown – Hwy 11 / Front Street Corridor CIP (2019)		
Accessibility			•		•			
Brownfield Sites			•		•	•		
Commercial / Residential Vitality and Intensification	•	•	•	•	•	•		
Building Façade / Signage	•	•	•	•	•	•		
Landscaping and Parking	•				•	•		
Municipal Fee Rebates	•	•	•	•	•	•		
Tax Increment Equivalent Grant	•	•	•	•	•	•		
Other Programs	•	•	•		•	•		



### **5.2** Municipal CIP Implementation and Monitoring

As part of background research to inform the CIP Review, the following municipalities were contacted to inquire about annual CIP budgets, funding sources, and monitoring practices: Town of Cochrane; City of Dryden; Town of Hearst; City of Thunder Bay; and Municipality of Wawa.

#### **5.2.1 CIP Annual Budgets and Funding Sources**

Annual municipal CIP budgets generally ranged from approximately \$30,000 to \$100,000. Housing-specific CIP budgets in two municipalities were notably higher, with \$200,000 being allocated in the Town of Hearst in 2024, and \$8M and \$2.5M being allocated in the City of Thunder Bay in 2024 and 2025, respectively.

The majority of municipalities contacted use general municipal tax revenue as the primary funding source for CIP annual budgets. The Municipality of Wawa allocates a reserve fund for community well-being initiatives towards implementing the CIP, which is available until it is exhausted, and does not renew annually. The City of Thunder Bay City-wide Housing CIP implementation is supported by the CMHC Housing Accelerator Fund funding.

#### **5.2.2 CIP Monitoring**

Municipalities use varied approaches to monitor and report back to their municipal Councils and communities on CIP progress and implementation. The municipalities contacted do not consistently publish annual CIP monitoring reports.

Regarding monitoring of CIP implementation results, the majority of municipalities contacted track grant values awarded, and the construction value of CIP-funded projects annually. For housing-related CIP projects, the number of new residential units created as a result of CIP-funded projects is also tracked.

### **5.3 Preliminary Recommendations**

This section presents a series of preliminary recommendations for the new CIP, based on the input received to date from City staff, the CIP Working Group, and the community.



#### **5.3.1 Community Improvement Project Area and Target Areas**

The new CIP is recommended to apply throughout the City of Kenora, meaning that the Community Improvement Project Area, which would be designated by by-law, would include all lands within the municipal boundary.

In addition, a series of Target Areas are recommended to be identified and would be comprised of specific geographic areas. Certain Financial Incentive Programs for focused community improvements projects would be available within Target Areas. Based on discussions with City Staff, CIP Target Areas would also generally be aligned with proposed Official Plan designations, which are currently under development through the concurrent Official Plan Review process.

Potential Target Areas may include:

- Housing Target Area neighbourhoods within the City's of Kenora's Settlement Area that
  are best suited to accommodate infill and intensification based on available existing
  municipal services, and where additional residential units and other housing types are
  encouraged;
- **Community Corridors Target Area** properties located along key transportation corridors that envisioned to be developed with a mix of residential and commercial uses and amenities, with medium-to-high densities;
- Harbourtown Centre Target Area consistent with the existing boundaries of the Harbourtown Centre designation in the City's current Official Plan, and the Community Improvement Project Area in the existing Harbourtown Centre CIP; and
- Harbourtown Centre Pedestrian Corridors Area encompassing Main Street South and Second Street South, where Downtown pedestrian activity is concentrated, and where specific improvements are desired to animate the private and public realms, and enhance the pedestrian experience.

To maximize the potential reach and flexibility of implementing the new CIP, certain Financial Incentive Programs could also generally be available for lands located outside of these Target Areas, that are located within the City's:

- Municipal boundary, and designated and zoned to permit commercial and industrial uses; and
- Settlement Area boundary, and designated and zoned to permit residential uses.



#### **5.3.2 Potential New Financial Incentive Programs**

The following are potential new Financial Incentive Programs; however, this is not an exhaustive list. In addition to new programs, numerous programs from the existing CIPs may be carried forward, modified, or expanded (e.g., Building Façade Improvement Grant, Signage Grant, Application and Permit Fee Grant, Tax Increment Equivalent Grant).

Key new Financial Incentive Programs may include:

- Housing-related grants to support the development of:
  - Additional residential units in areas of the City with adequate municipal services and capacity for infill development;
  - Multi-unit residential developments which guarantee a percentage to be developed and maintained for the long-term as affordable housing;
  - Multi-unit residential development, including both market rental and ownership housing; and
  - o Residential uses on the upper storeys of existing buildings through rehabilitation, conversion, or building additions.
- Municipal Surplus Land Disposition Grant, which allows for the sale of municipallyowned lands which have been declared surplus at below-market value.
- Crime Prevention Through Environmental Design Grant, to provide financial support for the installation of site security improvements in targeted areas (e.g., Harbourtown Centre), such as gates for laneways and recessed building entrances, lighting, and fencing.
- Ground Floor Activation Grant, to promote the location of retail, restaurant, and entertainment uses on the ground floors of buildings within Harbourtown Centre.
- **Sidewalk Patio Grant**, to encourage businesses located on key streets with high pedestrian activity within Harbourtown Centre to provide seasonal commercial patios on publicly owned sidewalks and on-street parking spaces.

The new CIP will clearly delineate which Financial Incentive Programs would be available within each Target Area, and for properties located outside of the Target Areas.



### **5.3.3 Municipal Leadership Opportunities**

The majority of municipal CIPs identify municipal leadership opportunities, including activities and improvements to public lands that the municipality can undertake to help achieve the vision and goals of a CIP, and to complement the private investment undertaken by private property owners and their projects. City staff have highlighted significant investments the City has made since the existing CIPs were developed, including improvements to green spaces and recreational areas over the last five (5) years. The City has also made a financial commitment to rehabilitate the Portage Bay Bridge in Keewatin. Further, future projects have been identified in the City's Capital Plan, such as improvements to the Pavillion. Potential future public improvements will be identified in the Draft CIP.

### **6.0 Next Steps**

A City Council Visioning Session will be conducted on June 5, 2025. The Visioning session will be used to confirm Council's vision, goals, and priorities for the new CIP, including the Community Improvement Project Area where the new CIP will apply, potential Target Areas, and the types of Financial Incentive Programs that should be available across the City or within Target Areas.

Following the Council Visioning session, a Draft CIP will be prepared and made available for public review. It will be presented at a virtual Statutory Public Open House in Summer 2025, where community members can provide detailed comments on the contents of the Draft CIP.

A Final Draft CIP will be prepared to address comments received at the Statutory Public Open House, and will be presented at a Virtual Statutory Public Meeting in Summer/Fall 2025, where members of the public can make delegations to Council with their comments on the proposed CIP.

Lastly, a Final CIP will be prepared and presented to Council for Adoption, which is anticipated to occur in Fall 2025.



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### **Appendix A:**CIP Working Group Visioning Workshop Results



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# **Appendix A: CIP Working Group Visioning Workshop Results – March 6, 2025**

A Visioning Workshop was held with members of the CIP Working Group on March 6, 2025 from 9:00 am to 12:00 pm at the City of Kenora Operations Centre. Participants included CIP Working Group representatives from the City of Kenora and the business and economic development community in the Kenora area.

## **Exercise 1: Mapping the Community Improvement Project Area Boundary**

The purpose of this exercise was to confirm the boundaries of the Community Improvement Project Area (CIPA), where the Financial Incentive Programs in the new CIP would apply. Participants were asked to consider the potential boundary for the CIPA, as well as specific sites or properties with particular challenges or opportunities where improvements should be targeted and specific Financial Incentive Programs may be made available. Participants generally discussed the challenges facing business and housing development in Kenora, including the limitations of existing municipal infrastructure and the high cost of building.

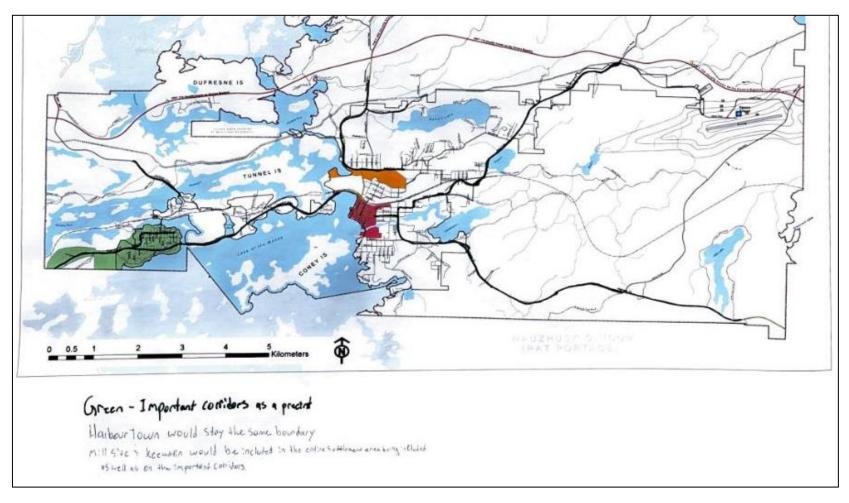
During the workshop, the Working Group noted that the existing boundary of the Harbourfront Centre CIPA should be maintained. Further, incentives should also be available within the Former Mill Site and within the entirety of Keewatin, both of which have existing CIPs.

Participants said that financial incentives for businesses should be available for properties along key corridors and major arteries, including the eastern portion of Highway 11, Railway Street, Veteran's Drive north to the bypass, and at the eastern, western, and northern entrances to the City. Participants suggested the development of a Target Area or Precinct Area that would include these key corridors, where Financial Incentive Programs would be available. These key corridors were identified on a map, as illustrated in **Figure A-1**.

More generally, participants felt that incentives relating to commercial uses should apply across the entire municipality, while incentives relating to housing should apply only within the Settlement Area.

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Figure A-1: Community Improvement Project Area Map – Key Corridors (in bold black)





## **Exercise 2: Visioning – Facilitated Discussion**

Workshop participants were asked to use the online Mentimeter tool to answer questions regarding the existing conditions in Kenora, as well as how they envision Kenora in the future. The words and statements generated through this exercise will be used in developing a vision statement for the new Kenora CIP.

#### **Kenora Today**

#### Describe in 1 of 2 words what comes to mind when you think of Kenora today.

Lake Struggling Beautiful Spotty

Kinda nice Untapped potential

Amenities Loitering
Vibrant Small
Unique Dated

The answers were formatted into a "word cloud". The words which were identified by workshop participants most frequently are shown more prominently in the following image.





#### **The Future Kenora**

#### Describe in 1 or 2 words how you envision Kenora in the future.

Active Vibrant Growing Welcoming Second to none Tourism Lots of Homes Energetic Healthy Sustainable Forward Thinking Modern Family friendly Cohesive Clean Safe

The answers were formatted into a "word cloud". The words which were identified by workshop participants most frequently are shown more prominently in the following image.



#### **Draft Vision Statement**

Participants were then split into two groups and asked to draft aspirational vision statements for the Kenora CIP by expanding on the thoughts and perspectives shared in the word cloud exercises.

The first group developed the following vision statement:

"Kenora envisions a growing, vibrant, and sustainable community that is both welcoming and thriving. Through strategic improvements, we aim to enhance public spaces, support local businesses, and foster a resilient and connected city for all."

The second group developed two vision statements – one for businesses and one for housing, respectively:

"The City of Kenora will enhance business by having growing, welcoming, cohesive, safe, and family friendly ventures."

"The City of Kenora will grow lots of homes by facilitating energetic investors, leveraging funding opportunities, and helping to build a sustainable workforce."

The groups made other comments regarding the importance of facilitating the growth of a sustainable workforce by attracting investors for forward thinking housing projects, and developers tapping into funding opportunities from beyond Kenora.

The Working Group clearly envisioned a forward-thinking City of Kenora that enhances existing and future business opportunities, makes strategic improvements, and attracts workforce and housing growth to create a self-sustaining and vibrant community for all.

## **Exercise 3: Goal Setting and Priorities – Facilitated Discussion**

#### **Draft Goals**

In Part 1 of this exercise, workshop participants were asked to develop a set of goals for the new CIP which reflect community needs and priorities, and identify implementation actions to realize improvements in the public and private realms.

Participants were asked: "How will the Vision be implemented?"

In small groups, participants discussed the following goals, which have been grouped thematically:

Theme	Goals Discussed
Implementation	The City should implement a marketing and communication strategy for the CIP.
	There should be a fair process for how the recipients of the Financial Incentive Programs are selected, annual reporting, and transparency.
	<ul> <li>By securing consistent funding, maintaining transparency, and prioritizing strategic goals, the CIP will drive long-term community growth while ensuring fair and effective implementation.</li> </ul>
	<ul> <li>There should be an evaluation system for applications with criteria and related points awarded (e.g., the more expensive and beneficial the project, the greater ability to access funding; if a project is located on a major corridor it would receive more points).</li> </ul>
	<ul> <li>The City needs to invest more in CIP grants - if the City wants to increase growth and tax revenue, the budget needs to increase from its existing \$125,000 per annum.</li> </ul>
	<ul> <li>A participant noted that demand for grants consistently outstrips supply, and the entirety of the yearly grant budget is allocated.</li> </ul>
Financial Incentive Program Priorities	<ul> <li>Language around the Financial Incentive Programs should be flexible and less limiting (e.g., eligibility criteria and requirements).</li> </ul>
	Incentives should encourage development of businesses in certain locations.
	<ul> <li>Any business should be able to access funding for façade improvements.</li> </ul>
Community	Waterfront accessibility for residents should be enhanced.
Improvement Priorities	Accessibility improvements and creating accessible spaces should be an investment priority.
	Community safety should be prioritized.
	Corridors leading into the City should be enhanced.



Theme	Goals Discussed	
	The City should strategically invest in the redevelopment of certain key properties.	
	<ul> <li>Ground floor development should be restricted to commercial uses, and not government services, office, or residential uses.</li> </ul>	

#### **Potential Financial Incentive Programs**

In Part 2 of this exercise, participants were asked to brainstorm potential Financial Incentive Programs for consideration in the new CIP, building on the Working Group's ideas around vision statements and goals. Participants were asked:

"What existing Financial Incentive Programs should be maintained and/or expanded?"

## "What new Financial Incentive Programs should be considered for inclusion in the new CIP?"

Participants identified the desire for Financial Incentive Programs to address the following:

- Two separate categories for grants (i.e., housing and commercial), with separate funding pools;
- Accessibility improvements, particularly for older buildings without existing step-free access;
- Grants related to fees for professional services (including architects and engineers);
- Crime Prevention Through Environmental Design (CPTED)-related incentives (e.g., façade design, lighting);
- Beautification;
- Property improvements, including sidewalks, patios, landscaping, parking, and docking;
- Re-orienting front doors towards the street;
- Pop-ups;
- Renovations / conversion of main floor commercial spaces (e.g., for new businesses; conversion of former ground floor office / residential uses to commercial uses);
- Housing-related incentives with a set incentive amount per unit, focusing on multi-unit housing development; and



Tax incentives (e.g., rebates).

Related to the implementation of Financial Incentive Programs, participants discussed the following considerations:

- The need for applications that are user-friendly and easy to submit;
- A pre-consultation with City staff, identifying all application requirements, should form part of the process;
- Applicants should be able to apply for and stack multiple grants;
- Reapplication timelines should be reviewed and reduced (i.e., to allow property owners who previously received grants to reapply for additional incentives after 5-10 years); and
- Application intake periods should be quarterly.

## **Appendix B:**

**Community Survey Results** 



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## **Community Survey Results**

As part of the concurrent Official Plan and Zoning By-law Review, as well as the Community Improvement Plan (CIP) Review, a Community Survey was made available from March 5, 2025 to March 28, 2025 through the online platform, Survey Monkey. The intent of the Survey was to gain community input on a vision, opportunities, and challenges related to the City's growth and development over the next 25 years to the year 2051. Participants were invited to review the two Draft Background Reports that were prepared to support the Official Plan and Zoning By-law Review and CIP Review, respectively, to provide additional information which may assist in completing the survey.

A total of 616 responses to the Survey were received. However, only approximately between 100 and 160 respondents completed the full Survey, including responding to open ended questions.

## **Summary of Input Received**

The Community Survey included 23 questions, with three (3) specific questions focused on the CIP Review. Responses will be used to inform the development of draft Vision Statement and Financial Incentive Programs for the new CIP.

Question II: How would you rank the importance of these topics for private property. Please select one answer for each topic (1 – very important, 2 – somewhat important, 3 – least important).

184 responses were received (432 skipped). The top five most important topics based on survey responses were:

- Support for key sector growth (e.g. tourism, manufacturing, construction, healthcare, and small business);
- CPTED (Crime Prevention Through Environmental Design) on private property (e.g., site security improvements);
- Encouraging housing supply and options throughout the City for additional residential units on municipally serviced lots;
- Support for business start up and/or expansion in Harbourtown Centre; and

Redevelopment of former industrial or contaminated sites ("brownfields").

## Question 12: Are there specific neighbourhoods, properties, or locations in Kenora that you believe need improvement, redevelopment, or revitalization?

147 responses were received (469 skipped). Responses are summarized as follows:

- Specific neighbourhoods / locations mentioned included: Downtown core (Main Street, Second Street), Matheson Street, Ninth Street, Keewatin, the Former Mill site, Ninth Street, the Harbourfront, mall area, Rabbit Lake Road, boat launches; and
- **Specific properties mentioned included:** Properties along Hwy 17 East and West, Central Park, old St. Joseph Hospital, Kenricia Hotel, certain residential apartments.

## Question 13: Are there other financial incentives that you think could benefit private property owners in the community?

105 responses were received (511 skipped), and included the following financial incentive program ideas:

- Energy efficiency grants;
- Building and renovation permit fee reductions;
- Incentives for housing, such as additional residential units (e.g., tiny homes, garden suites, on private properties;
- Grants or financial support for residential housing and facade improvements on commercial/retail sites;
- Municipal tax relief;
- Reduced development fees and tax relief for housing projects;
- Fast-tracked approval process for housing and business expansion projects;
- Infrastructure cost-sharing for major redevelopment projects;
- Business grants or tax incentives for locally owned businesses that stay open year-round;
- Sale of municipal land (e.g., waterfront government building, municipal parking lots); and
- Urban agriculture and permaculture grant.

### **Student Community Survey**

City staff provided a separate Community Survey to a group of local Grade 9 students from Beaver Brae Secondary School to gain additional feedback on the City's Official Plan, Zoning By-law and Community Improvement Plan Review. The students ranged in age from 14 to 15 years old, with a majority of students being year-round residents of Kenora (32), and a small number of students studying and working in Kenora, but living elsewhere (7).

A word cloud was prepared to prompt students to reflect on community improvements that can be facilitated through the CIP, as shown in **Figure** B-1 **B-1**. Students were asked to circle the CIP improvements that they felt were the most important. **Table B-1** summarizes the results received.

Figure B-1: Word Cloud from Student Community Survey



Table B-1: Summary of Input Received

CIP Improvements	No. of Selections
Accessibility (ramps, automatic doors)	25
More houses	22
Preserving heritage	21
Energy efficiency of buildings	20
Improving exteriors of buildings	20
Enhancing parking lots	19
Site security improvements	18
Business start-up support	17
Landscaping	16



CIP Improvements	No. of Selections
Additional residential units	16
More apartment buildings	15
Reduced planning and building fees	15
Different types of houses	14
Business signs	9
Key sector support	9
Patio development	6
City owned building plans	5

Students also emphasized improvements needed in the Downtown, as well as other locations including the Former Mill Site, Norman, Rideout, Keewatin, and Laurenson's Creek. Some responses identified the need for improvements across the whole City.

## **Appendix C:**

**CIP Prospective Applicant Survey Results** 



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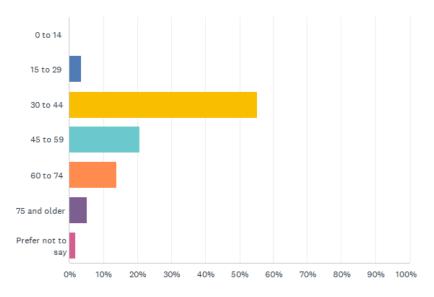
# **Appendix C: CIP Prospective Applicant Survey Results**

An online survey was conducted with members of Kenora's business community from various sectors, including property and business owners / operators, who are prospective applicants for the Financial Incentive Programs in the new City of Kenora CIP. Respondents were asked to reflect on strengths, challenges, and opportunities facing the business community in the City, desires for Kenora's future, specific properties and areas in need of redevelopment support, and the types of specific incentive programs that would best support economic development in the City.

In total, there were 58 respondents to the CIP Prospective Applicant Survey.

#### Question 1: How old are you?

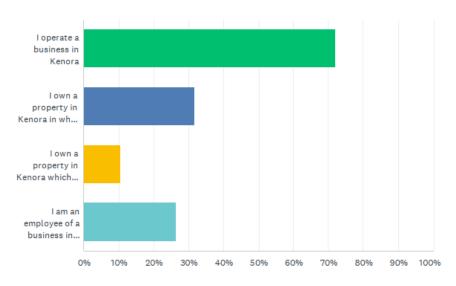
The majority of respondents were between the ages of 30-44 years old.



Total responses: 58 (0 skipped)

Question 2: Which of the statements below best describe you? Choose all that apply.

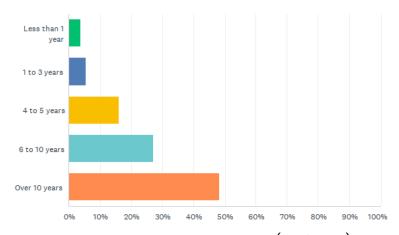
The majority of respondents operate a business in Kenora.



Total responses: 57 (1 skipped)

#### Question 3: How many years have you had your property/business in Kenora?

The majority of respondents have had a property or business in Kenora for over 6 years, with nearly half of respondents having had a property or business in Kenora for over 10 years.



Total responses: 56 (2 skipped)



Question 4: Describe in a few words, the City of Kenora as you wish to see it in the future. Consider what will draw residents, tourists, and businesses to Kenora. How will these areas look and feel?

Total responses: 37 (21 skipped)

The majority of respondents envision a thriving, clean, and tourist-friendly Kenora with business and housing opportunities. The most common theme across responses was ensuring a safe, welcoming, and vibrant environment for residents and visitors. Several respondents highlighted Kenora's tourism economy as a growth opportunity, which would require a marketing plan.

Vibrancy and increased foot traffic in the Downtown area was raised by many respondents as a primary goal. Specific ideas identified included waterfront shopping and dining areas, cultural programming, pedestrianized streets, wayfinding signage, and aesthetic upgrades, through public art installations, green rooftops, flowerbeds, and urban gardens. Many respondents stated that a business- and development-friendly environment could improve the condition of the Downtown area. The importance of small retail in the Downtown area was raised by several respondents.

In addition, housing, and particularly affordable housing, was mentioned as a way to attract new residents and economic opportunities to the City. The desire for improved greenspace, lake access, and park space was also identified, alongside ideas to harness Kenora's natural beauty.

Question 5: Now that you have thought about how you want your community to look in the next 25 years, how would you rank the importance of these topics for private property?

Total responses: 42 (16 skipped)

Respondents ranked the following topics in order, from most important to least important:

- 1. Support for key sector growth (e.g. tourism, manufacturing, construction, healthcare, and small business)
- 2. Encouraging housing supply and options throughout the City for high-density development (apartment buildings, townhomes, etc.)

- 3. Encouraging housing supply and options throughout the City for additional residential units on municipally serviced lots
- 4. CPTED (Crime Prevention Through Environmental Design) on private property (i.e. site security improvements)
- 5. Encouraging housing supply and options throughout the City for upper storey apartments above ground level commercial uses (not exclusive to Harbourtown Centre)
- 6. Improving building facades
- 7. Redevelopment of former industrial or contaminated sites ("brownfields")
- 8. Support for business start-up and/or expansion in Harbourtown Centre
- 9. Reducing the costs of planning application fees
- 10. Reducing the costs of building permit fees
- 11. Reducing the costs of planning and development applications and building permit approvals for City owned architectural plans (standardized ARU drawings)
- 12. Building signage
- 13. Lighting on private property
- 14. Improving accessibility to buildings (e.g. ramps, automatic door openers)
- 15. Improving energy efficiency of buildings
- 16. Enhancing landscaping and parking areas
- 17. Preserving Kenora's heritage
- 18. Patio development on private property
- 19. Landscaping on private property
- 20. Public art on private property
- 21. Benches on private property

## Question 6: Are there specific properties, locations, or neighbourhoods in Kenora that you believe need improvement, redevelopment, or revitalization?

Total responses: 34 (24 skipped)

Respondents identified the following properties, locations, and neighbourhoods as priority areas for community improvements:

- Downtown core and Main Street (9)
- Vacant lots and parking areas in the Downtown and Waterfront (5)

- Streets outside the Downtown core (Railway, Rabbit Lake, Valley Drive) (3)
- Waterfront area (2)
- Kenricia Hotel (2)
- Lake of the Woods District Hospital (2)
- Secondary Downtown Streets (including Matheson, Chipman) (2)
- Keewatin (2)
- Former mill sites (2)
- Major corridors leading into Kenora (1)

#### Question 7: Why did you choose to locate your business in Kenora?

Total responses: 36 (22 skipped)

Respondents provided the following reasons for locating their business in Kenora, with the most common responses including having been raised in Kenora, existing family roots, and the lake and natural surroundings.

- I live here or was raised here (14)
- Family ties to the area (6)
- Bought an existing business (4)
- Small town lifestyle (2)
- Affordable property (1)

- Access to the lake and nature (9)
- Love of and belief in Kenora (5)
- Investment opportunity (2)
- Business provides and essential service
   (2)
- Positive business environment (1)

## Question 8: What are the existing strengths in Kenora that contribute to your business' success?

Total responses: 36 (22 skipped)

Respondents cited various strengths that contribute to their business' success, with the most common responses including: tourism opportunities; the draw of Lake of the Woods and the area's natural beauty; the ability to develop a niche in a smaller market; Kenora's status as a regional hub; and support for business and economic development.

- Tourism (8)
- Kenora as a regional hub (6)
- Community support and involvement (8)
- Natural beauty and Lake of the Woods (5)

Small market niche (3)

Economic development supports (2)

## Question 9: What are the top challenges for you as a property/business owner or operator in Kenora?

Total responses: 37 (21 skipped)

Respondents cited various challenges facing their businesses and properties in Kenora, with the most common concerns including: a sense of insecurity in the Downtown core; property-related crime; high taxes and insurance rates; challenges relating to a smaller population and labour force; and high commercial rents.

- Sense of insecurity in the Downtown (9)
- Property crime (8)
- High commercial rents (3)
- Small customer base (3)

- Small labour force (8)
- High taxes, insurance, "red tape" (5)
- Lack of workforce housing (3)
- Seasonal demand fluctuations (2)

## Question 10: What opportunities do you see in Kenora that could encourage economic development and tourism?

Total responses: 35 (23 skipped)

Respondents cited various opportunities to encourage economic development and tourism in Kenora, including: more community events and programming, such as local markets; attracting large employers; addressing social issues; improving commercial building facades; redevelopment of vacant properties, improving cleanliness and facades in the Downtown core; the development of event venues; increasing housing supply through mixed-use apartment development; and attracting new residents.

- Housing development (7)
- Addressing Social Issues (4)
- Attract large employers (Education, Resource Development, Healthcare) (4)
- Incentives for business development (3)
- Improving Downtown retail (6)
- Community events and programming (4)
- Building event venues, community spaces, athletic facilities (3)
- "Red tape" reduction and permitting reform (3)

- Attract natural and small-town tourism
   (3)
- Infrastructure improvement (2)
- Attract new residents (2)
- Redevelop vacant lands (1)

Question 11: If Financial Incentive Programs were offered by the City for property and business owners/operators in Kenora, what types of programs would you potentially apply for or be interested in to help you improve your property/building?

Total responses: 37 (21 skipped)

Respondents ranked their interest in the following potential Financial Incentive Programs as follows:

- 1. Building Façade Improvement Grant
- 2. Building Improvement/Energy Efficiency Grant
- 3. CPTED (Crime Prevention Through Environmental Design) Grant
- 4. Signage Improvement Grant
- 5. New Housing/Accommodation Grant
- 6. Planning and Development Application/Building Permit Fees Grant
- 7. Business Development and/or expansion in Harbourtown Centre
- 8. Accessibility Improvement Grant
- 9. Landscaping Grant

## Question 12: Are there other financial incentives that you think could benefit private property owners in the community?

Total responses: 29 (29 skipped)

Respondents suggested other potential financial incentives of interest to private property owners, including:

- Residential conversions and new development, including additional residential units (7)
- Low-interest loans (3)

- General property maintenance (5)
- Property tax breaks or deferrals (3)



- Security improvement measures (3)
- Energy efficiency rebates (1)
- Affordable housing development (1)
- Permit waivers or grants (1)
- Small business rent subsidy (1)

While outside the purview of the CIP, respondents also identified lower municipal taxes and affordable insurance as desired financial supports for businesses.

#### Question 13: Is there anything else you would like to share with the project team?

Total responses: 15 (43 skipped)

Additional comments provided by respondents for consideration through the CIP Review included:

- Appreciation of the Northwest Business Centre's staff's support and their approach to community and small business;
- Support for the CIP process as a method of helping move the community forward;
- Suggestions that Kenora should strive to be more welcoming to new businesses, industries, and visitors, noting challenges in permitting, housing availability, and downtown safety;
- Remarks regarding the transformative potential of incentives to spur façade improvements, business development, and tourism growth;
- Support for expanding the overall CIP area; and
- Appreciation of the City's collaborative approach to working with the business community to drive sustainable economic growth.





