



City of Kenora

FINAL Community Improvement Plan

February 2026

Issued for Council Adoption



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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.

CIP Acknowledgments

The Community Improvement Plan was funded by the Ontario Government through the Rural Economic Development Program and the City of Kenora Municipal Accommodation Tax.





1

Introduction

Photo Source: Amanda Kerr

1.0 Introduction

The City of Kenora has prepared a new Community Improvement Plan (CIP), which replaces the Harbourtown Centre CIP, Former Mill Site CIP, and Keewatin CIP, prepared in 2007, 2011, and 2015 respectively, and last reviewed and updated in 2017. The new CIP represents a renewed opportunity for the City 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.

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In general, CIPs are not intended to support “greenfield” development in previously undeveloped areas, but rather to improve conditions in existing urban areas. Greenfield properties are generally considered vacant properties that have no prior history of development and/or do not represent an extension of the built-up area.

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 costs of improvements to eligible properties. CIPs can be used to enable grants to assist private property owners with undertaking various building and property improvements. 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.

A key component of a CIP is the eligibility criteria that are tailored to the municipality and establish the conditions by which an application for a financial incentive will be evaluated. By applying these eligibility criteria to applications for Financial Incentive Programs, the CIP can advance a wide range of planning, urban design, and economic development objectives.

Municipalities may also incorporate a “municipal leadership strategy” into a CIP to identify other actions, programs, capital projects, and policies that may assist in revitalizing target areas. A municipal leadership strategy may address issues related to policy and regulatory gaps or conflicts (e.g., changes required to the Zoning By-law), streetscaping and public realm improvements or guidelines, or the implementation of other projects related to community revitalization.

The success of a CIP requires a strong marketing strategy, a monitoring program, and periodic reviews of the Financial Incentive Programs to determine their continued relevancy and any required adjustments to better meet current and anticipated economic conditions and trends, and community improvement needs and opportunities.

1.2 Purpose of the CIP

The purpose of this document is to outline the framework for the City of Kenora CIP, establish the Plan’s vision and goals, identify the recommended Financial Incentive Programs to meet the Plan’s goals, and set out an implementation strategy which includes administration of the CIP, and monitoring of results. The preparation of this CIP has been informed by the **City of Kenora Community Improvement Plan Review Final Background Report (May 2025)**, which is available under separate cover.

This CIP is organized as follows:

- **Section 1** introduces the CIP and its purpose, and provides a community profile of Kenora. The community engagement activities undertaken to inform the development of the CIP are also summarized, including a CIP Working Group Visioning Workshop, Public Open

House, Community Survey and CIP Prospective Applicant Survey, and Council Visioning Session conducted in the early stages of the project;

- **Section 2** presents the vision for the CIP and its goals, developed based on the results of the community engagement activities;
- **Section 3** describes municipal initiatives that are recommended to complement and support the Plan;
- **Section 4** sets out the available Financial Incentive Programs for private property and business owners and developers to achieve CIP goals; and
- **Section 5** provides details on the implementation of the CIP, including administration, eligibility and application requirements, and monitoring / evaluation program, and the processes required for any amendments to the CIP.
- **Section 6** concludes the CIP.

1.3 Concurrent Municipal Planning Initiatives

The modernization and consolidation of the City's CIP forms part of a planning review process being undertaken by the City of Kenora, which also includes the development of a new Official Plan and Zoning By-law expected to be completed in 2026.

1.4 Community Profile

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 nearly 105,000 km (65,000 miles) of shoreline. The City has a land area of approximately 249 km² (Official Plan, 2015). A key map of the City of Kenora is shown in **Figure 1-1**.

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.

¹ Postcensal Population Estimate, Statistics Canada, 2023 (City of Kenora Population, Employment and Dwelling Prospects to 2051, April 2025 (metroeconomics))

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Figure 1-1: City of Kenora Key Map (Source: Google Maps)



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 has undertaken a Housing Needs Assessment for the first time. The purpose of the Assessment is to capture the current housing shortfall in the municipality, which is estimated at approximately 1,620 units. The results of the Assessment were presented to Council in November 2025.

The City of Kenora is a northwestern hub, providing services to the surrounding areas, including Indigenous-led programming and services. 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 in the east portion of the City;
- Veterans Drive towards Redditt Road;
- Lakeview Drive; and
- TransCanada Highway 17, west of Keewatin.

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.

Significant future development is planned throughout the City. The former Abitibi Mill site has been subdivided into 15 lots for future development, which will include multi-unit residential, commercial, institutional, and industrial uses. The former site of the Kenora Forest Products Mill is planned to be redeveloped with the proposed All Nations Hospital and a new long-term care facility, as well as future surrounding residential development.

1.5 Community Engagement

Over the course of the CIP Review, Council, City staff, a CIP Working Group, and the general public were engaged to ensure that the CIP reflects community needs and priorities and will result in tangible impacts on the quality of life and vitality in Kenora. Engagement activities and their results are summarized in the **City of Kenora Final Community Improvement Plan Background Report (May 2025)**, available under separate cover.

Prior to developing the Draft CIP, a Visioning Session was held with Council on June 5, 2025. Discussions with Council confirmed a CIP vision statement and goals, identified a Community Improvement Project Area boundary, explored potential Program Areas where Financial Incentive Programs will be available and the types of programs which are needed to enable desired community improvements across Kenora.

The Draft CIP (December 2025) was made available for public review and presented for community feedback at two (2) in-person Public Open Houses on January 22, 2026. Following this, the Draft CIP was presented at a Virtual Statutory Public Meeting on February 3, 2026, where members of the public were able to make oral delegations to Council and submit written comments. This Final CIP was prepared with consideration for all comments received prior to being presented to Council for consideration of adoption.

1.6 Community Improvement Project Area

The City's current Official Plan (approved by the Ministry of Municipal Affairs and Housing on November 5, 2015), in effect at the time of writing this CIP, enables any land use designation within the municipal boundary to be designated as a Community Improvement Project Area, provided the criteria in Section 8.2 Community Improvement, Policy 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.
- b) 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 City's CIPs for Harbourtown Centre, the Former Abitibi Mill Site, and Keewatin (last updated in 2017) were developed and implemented to spur economic development in these identified priority areas. The current Official Plan also recognizes future CIP candidate areas, including Railway Street (from the CPR to Tenth Avenue South) and Highway 17 East (from Whitehead Road to Second Street).

Based on discussions with Council, City staff, and community engagement, the new CIP is proposed to apply throughout the City of Kenora. All lands within the municipal boundary would be designated by by-law as the Community Improvement Project Area, illustrated in **Figure 1-2**.

Including all properties within the municipality as eligible for potential Financial Incentive Programs maximizes the CIP's potential reach and its economic benefits, provides equitable opportunities for private property owners and their projects, and ensures flexibility in the City's ability to prioritize improvements that may be needed across the City over the life of the CIP.

1.6.1 Program Areas

In order to focus certain types of community improvements in appropriate and strategic areas, a series of Program Areas are proposed where certain Financial Incentive Programs under this CIP would be available. The intent is to align the proposed Program Areas with the land use designations in the City's new Official Plan.

The proposed Program Areas include:

- **Neighbourhoods** – lands within the City of Kenora Settlement Area that are designated for residential development, including lands best suited to accommodate infill and intensification based on available existing municipal services, and where additional residential units and other housing types are encouraged;
- **Harbourtown Centre** – 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 Harbourtown Centre CIP (last updated 2017);
- **Harbourtown Centre Pedestrian Corridors** – 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;
- **Community Corridors** – 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;
- **Commercial Area** – all lands designated for the development of commercial uses within the municipal boundary (not limited to the City of Kenora Settlement Area); and
- **Industrial Area** – all lands designated for the development of industrial uses within the municipal boundary (not limited to the City of Kenora Settlement Area).

The proposed Program Areas are illustrated in **Figure 1-3** through **Figure 1-7**.

Figure 1-3: Neighbourhoods CIP Program Area

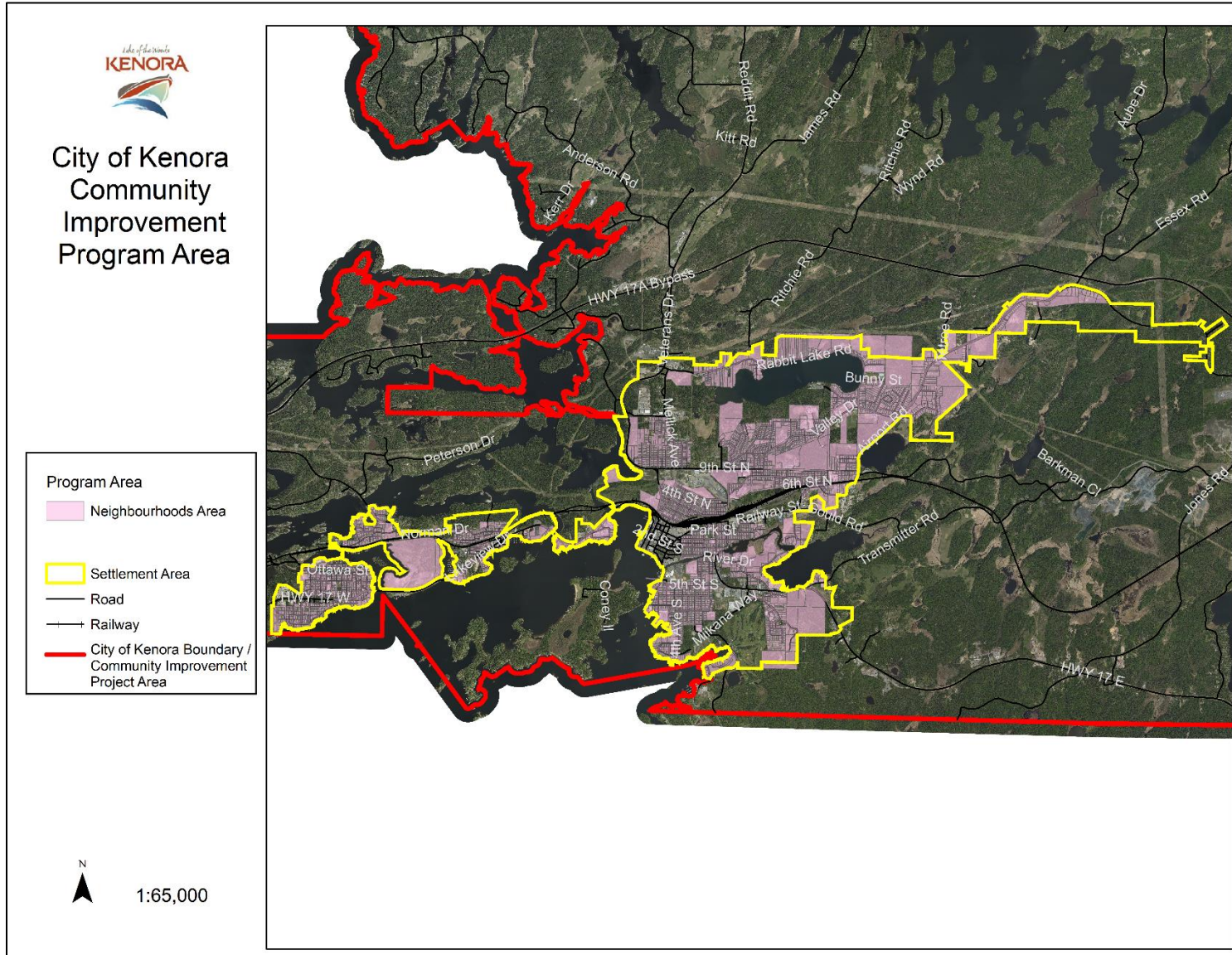


Figure 1-4: Harbortown Centre and Harbortown Centre Pedestrian Corridors CIP Program Area

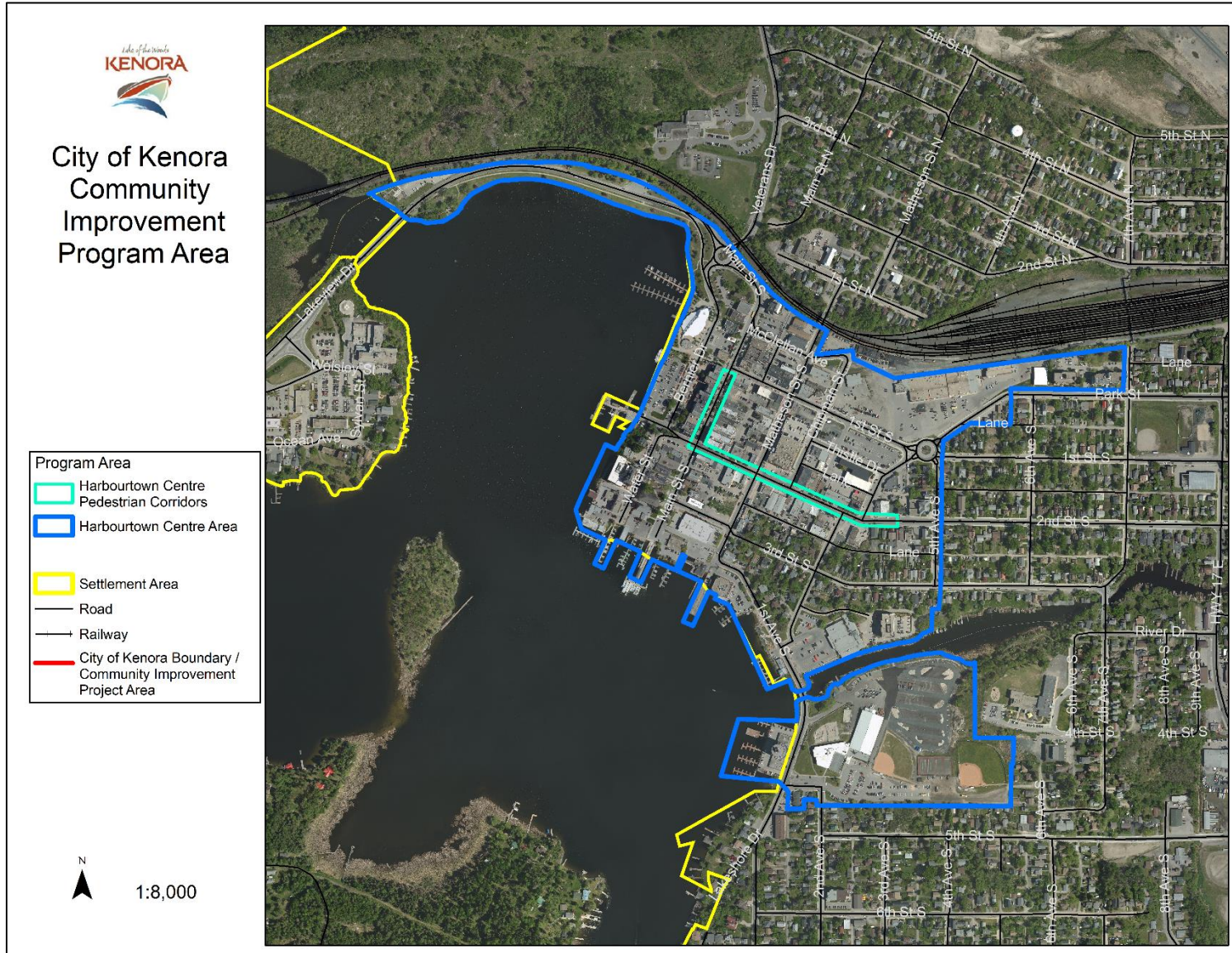


Figure 1-5: Community Corridors CIP Program Area

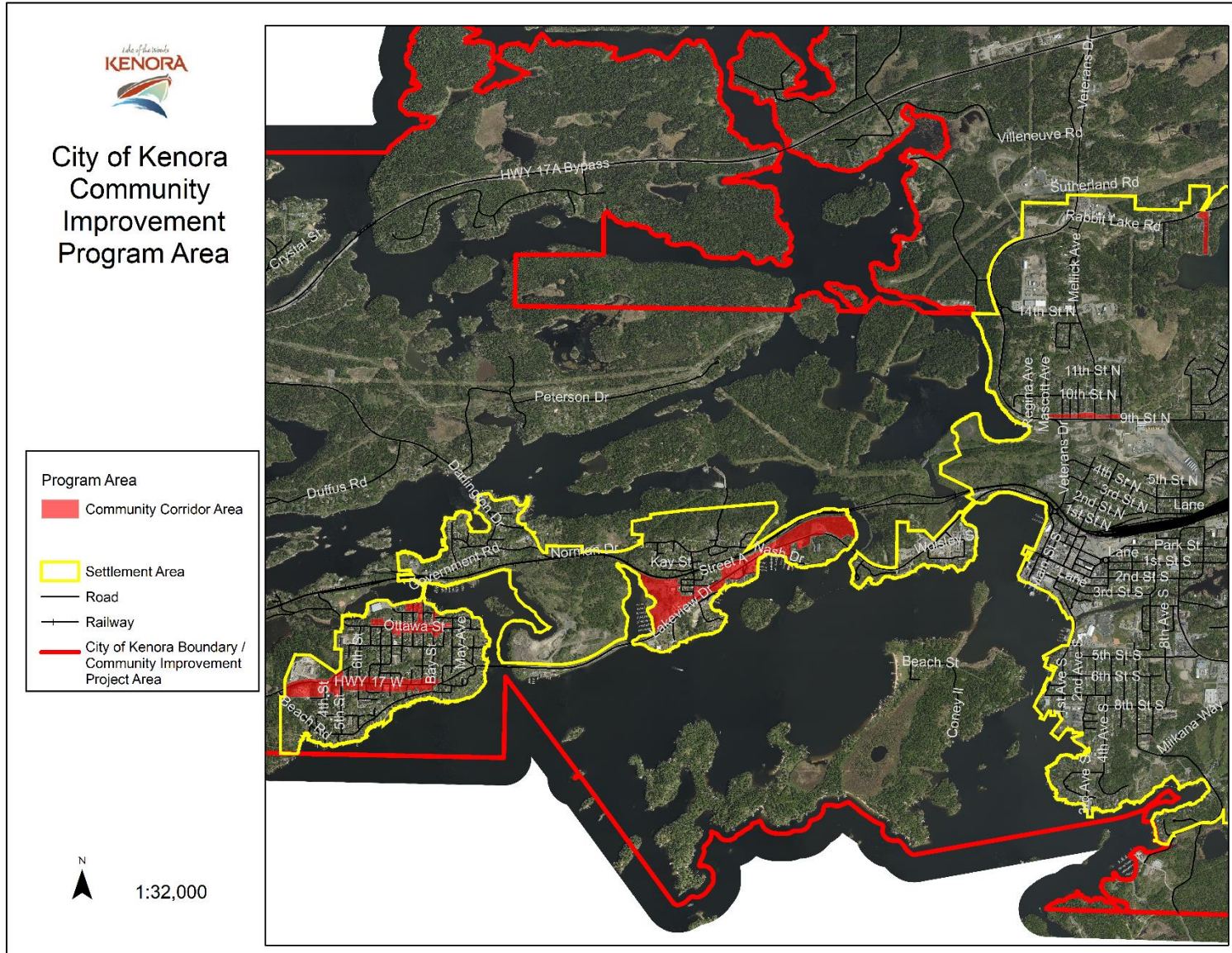


Figure 1-6: Commercial CIP Program Area

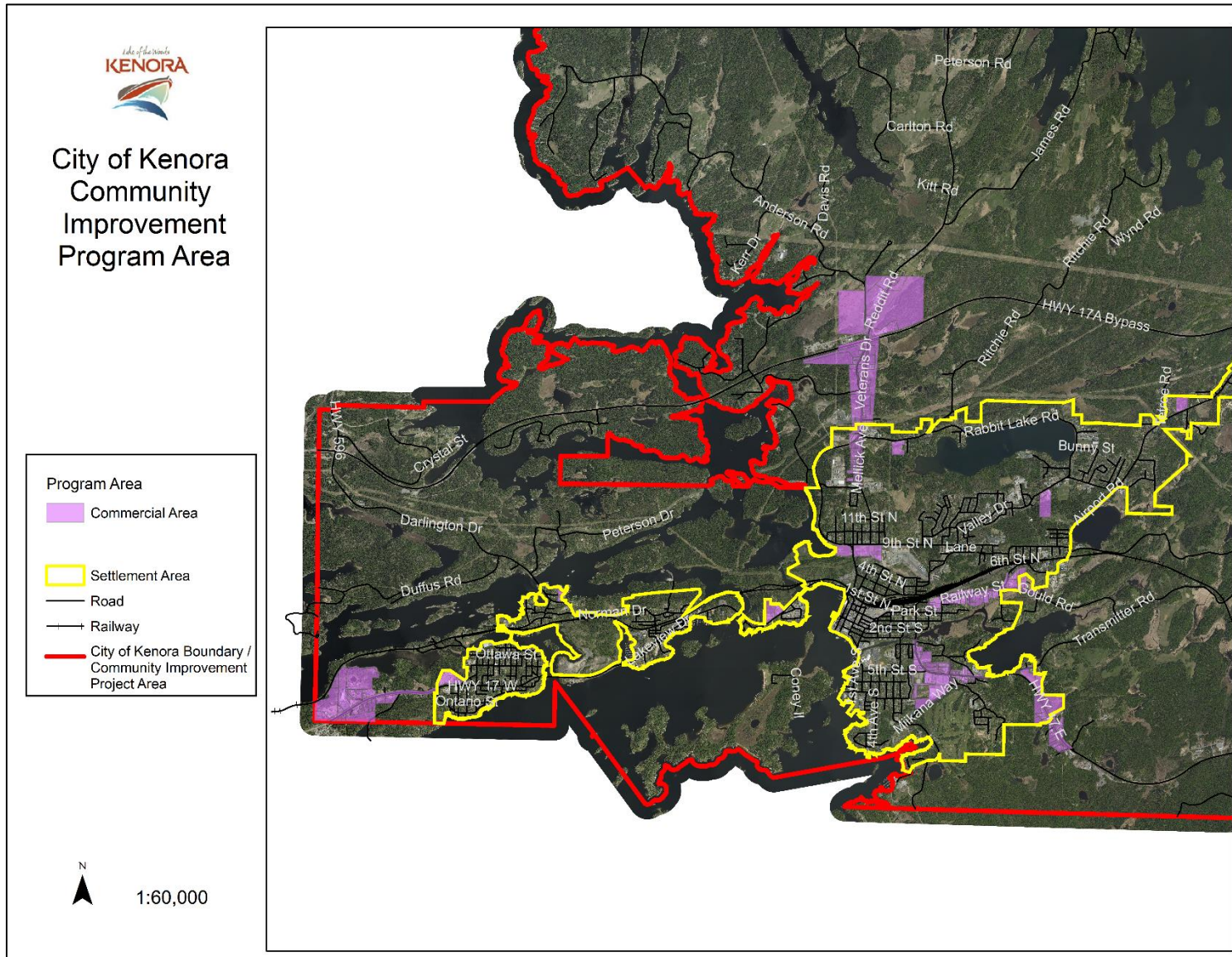
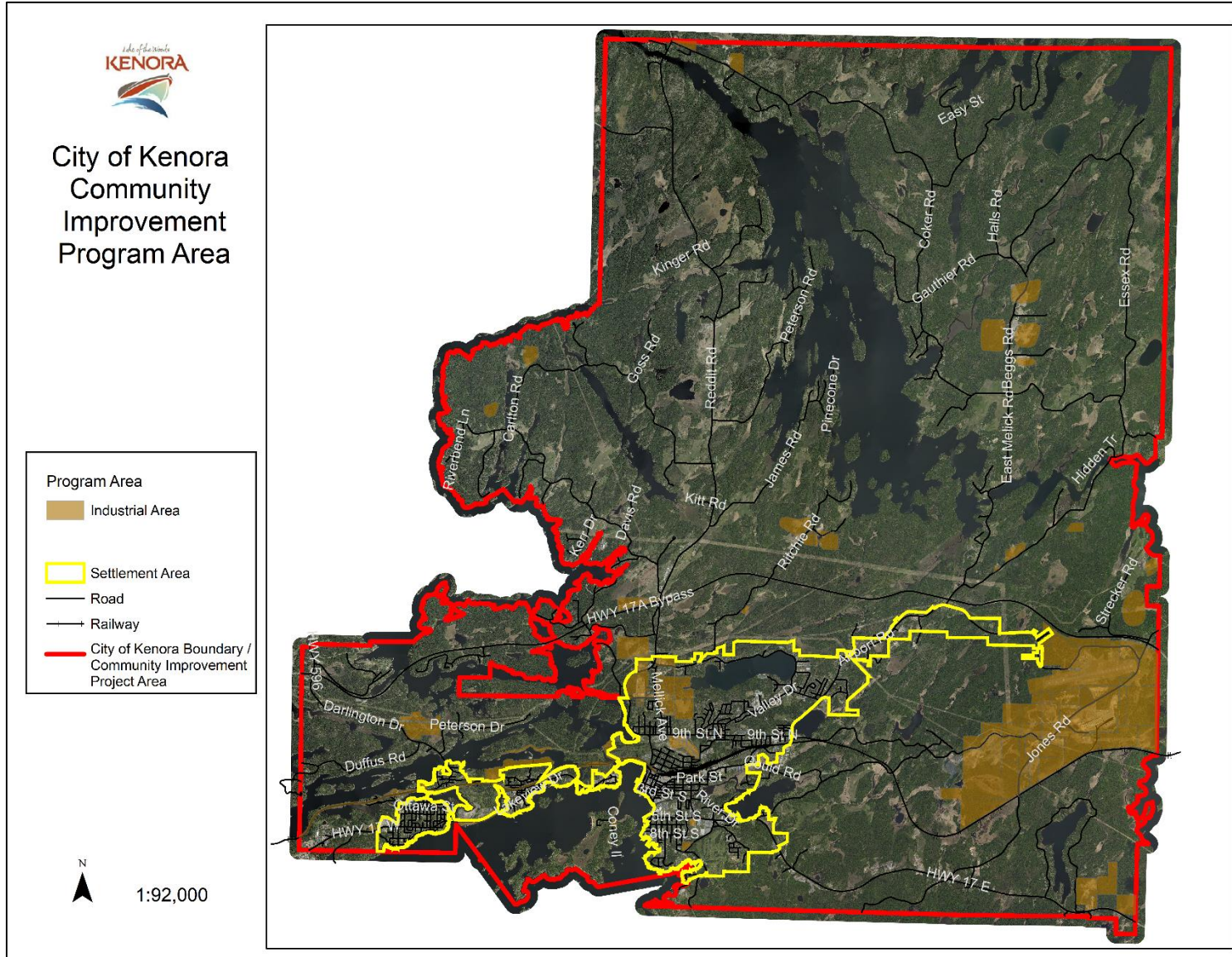


Figure 1-7: Industrial CIP Program Area





2

CIP Vision and Goals

Photo Source: Kim Pirie-Milko

2.0 CIP Vision and Goals

2.1 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. The ideas provided by Council and through community engagement activities are reflected in the following Vision Statement for the CIP:

The City of Kenora will foster a welcoming, safe, resilient, and vibrant community, through targeted improvements and incentives across the City that support housing, tourism, and business growth, and result in a high return on investment.

2.2 Goals

Building on the Vision Statement, the following goals represent the actions and outcomes the City aims to achieve through implementation of the CIP. All proposed projects and applications for the Financial Incentive Programs must demonstrate how they directly support the realization of the CIP Vision and Goals.

- 1** Pursue the implementation of community improvements through a combination of municipal leadership and private investment.
- 2** Prioritize the development of housing, commercial uses, and infrastructure upgrades that allow for continued growth in Kenora.
- 3** Promote the creation of new residential units across the City to boost housing supply and the development of a diverse range of affordable and market housing options.
- 4** Support the revitalization and beautification of the community, through improvements to the public realm and infrastructure, and private properties.
- 5** Encourage the development and redevelopment of municipally-owned and privately-owned vacant and/or underutilized land and buildings.
- 6** Prioritize investments in enhancing accessibility and community safety through thoughtful development and design for residents and visitors alike, with specific focus on Harbourtown Centre.



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- 7** Encourage improvements to the energy efficiency of existing buildings.
- 8** Reinvigorate Harbourtown Centre as the heart of Kenora by encouraging the development of retail, restaurant, and entertainment uses on the ground floor.
- 9** Support the development of key community corridors throughout Kenora as main arteries, with a mix of residential and commercial uses to meet community needs.
- 10** Display judicious financial stewardship when prioritizing the approval of community improvement projects, with priority given to projects that provide community benefits and a high return on investment (i.e., incentive value awarded compared to the project's construction value) for the City.



Photo Source: Hannah Edie

Municipal Leadership Strategy

3.0 Municipal Leadership Strategy

The City of Kenora will continue to advance the vision and goals of the CIP through improvements to public lands, infrastructure, policies, and regulations. These efforts intend to inspire and complement private investment by property owners who undertake improvement projects aided by the CIP Financial Incentive Programs, while also fostering initiatives that aim to create vibrant, inclusive, and thriving community spaces for residents and visitors alike.

Municipal infrastructure provides the foundation for the economic, social, and environmental health of the community by enabling the delivery of critical services. The City of Kenora's Asset Management Plan (AMP) is a living document that continually evaluates the condition, performance, and lifecycle needs of municipal assets. This ongoing analysis directly informs and supports the City's 10-year Capital Project Plan by identifying priority investments, guiding long-term budgeting, and ensuring that capital projects align with the City's evolving needs and strategic objectives.

The City of Kenora has developed the Charting Our Course 2027 Strategic Plan, as amended, which will continue to guide Council and administration in directing resources and efforts to respond to the community's most important priorities. Strategic planning empowers the City to be forward thinking and intentional in improving the delivery and long-term sustainability of municipal services, operations, and infrastructure. Our community inspires this work and our commitment to supporting a thriving, vibrant, resilient, and active Kenora.

Over the lifespan of this CIP to contribute to the implementation of its vision and goals, the City anticipates undertaking future improvements to:

- Tourism amenities;
- Dock infrastructure;
- Sewer and water infrastructure in support of the new All Nations Health Care Partners Hospital and Campus of Care;
- Major road and bridge infrastructure;
- Parks and recreational amenities;
- Active transportation infrastructure; and
- Gateway and wayfinding signage.



BOREAL
PADDLE + APPAREL

4

Financial Incentive Programs

Photo Source: Hannah Edie

4.0 Financial Incentive Programs

This section establishes a comprehensive set of Financial Incentive Programs that respond to local needs and opportunities, as heard through engagement with Council, City staff, and the community. They are also informed by a review of programs that have been successful in other Ontario municipalities. The purpose, description, and eligibility requirements for each Financial Incentive Program are outlined in this section.

Unless otherwise stipulated under the individual programs and the General Eligibility Requirements detailed in **Section 5.3**:

- Applicants may apply for individual Financial Incentive Programs, or combine multiple complementary programs for a single site, development, or project, unless otherwise stated in this CIP; and
- There is no limit on how many times a single property may be considered eligible to apply for the Financial Incentive Programs, provided that:
 - Any Financial Incentive Programs awarded in any given round of funding are not used to pay for the same eligible costs;
 - There has been a change of property ownership and/or use of the property; and/or
 - The previously completed improvements funded through a prior Financial Incentive Program have reached the end of their lifecycle and require rehabilitation.
- Eligible projects may also be augmented with other federal and provincial funding programs, where possible, unless otherwise stated in this CIP.

Any Financial Incentive Programs contained within the CIP are subject to approval and municipal budget allocations by Council on an annual basis. There are no guarantees of any Financial Incentive Program being implemented in any given year / round of funding, and selection is at the sole discretion of Council.

An overview of the available Financial Incentive Programs, and the Program Areas in which they are available, is provided in **Table 4-1**.

Further details on implementation and administration of the CIP, including how to make applications for Financial Incentive Programs, are included in **Section 5.0**.

Table 4-1: Overview of CIP Financial Incentive Programs and Applicable Program Areas

| Theme | Financial Incentive Programs | | | Program Area | | | | | |
|------------------------------------|---|--|--------------|------------------------|--------------------|---|---------------------|--------------------------------|-----------------|
| | Program | Program Highlights | Full Details | Within Settlement Area | | | | Not Limited to Settlement Area | |
| | | | | Neighbourhoods | Harbourtown Centre | Harbourtown Centre Pedestrian Corridors | Community Corridors | Commercial Area | Industrial Area |
| Municipal | Planning and Building Permit Fees Grant | A waiver of up to 50% of the municipal fees, to a maximum of \$5,000, or as determined at the discretion of Council, to assist with the cost of various application and permit fees. | Section 4.1 | ● | ● | ● | ● | ● | ● |
| | Tax Increment Equivalent Grant | A percentage rebate on the annual municipal property taxes (municipal portion only) resulting from the increased assessment value generated by property development / redevelopment, which offsets the increase in municipal property tax resulting from property improvements. | Section 4.2 | ● | ● | ● | ● | ● | ● |
| | Municipal Surplus Land Disposition | To permit the sale and disposition of surplus lands owned by the City of Kenora below market value to promote the development of new residential, commercial, mixed use, or industrial development. | Section 4.3 | ● | ● | ● | ● | ● | ● |
| Housing | Additional Residential Units Grant | A grant of up to 50% of eligible costs, up to a maximum of \$10,000 per additional residential unit, or as determined at the discretion of Council. | Section 4.4 | ● | ● | | | | |
| | Multi-Unit Housing Grant | A grant of up to 50% of eligible costs up to a maximum of \$5,000 per dwelling unit with an additional maximum of \$10,000 per affordable dwelling unit (i.e., up to a total maximum of \$15,000 per affordable dwelling unit). The total maximum per property would be determined at the discretion of Council. | Section 4.5 | ● | ● | ● | ● | | |
| | Residential Conversion and Intensification Grant – Upper Storey(s) | A grant of up to 50% of the cost of renovating and converting units located on the second storey or higher to a residential use, up to a maximum of \$10,000 per dwelling unit, or as determined at the discretion of Council. | Section 4.6 | | ● | ● | | | |
| Building and Property Improvements | Accessibility Grant | A grant of up to 50% of the construction costs, to a maximum of \$10,000, or as determined at the discretion of Council. | Section 4.7 | | ● | ● | ● | ● | |
| | Crime Prevention Through Environmental Design (CPTED) Grant | A grant of up to 75% of CPTED costs, up to a maximum of \$10,000, or as determined at the discretion of Council. | Section 4.8 | | ● | ● | ● | ● | ● |

| Theme | Financial Incentive Programs | | | Program Area | | | | | |
|------------------------------------|---|---|--------------|------------------------|--------------------|---|--------------------------------|-----------------|-----------------|
| | Program | Program Highlights | Full Details | Within Settlement Area | | | Not Limited to Settlement Area | | |
| | | | | Neighbourhoods | Harbourtown Centre | Harbourtown Centre Pedestrian Corridors | Community Corridors | Commercial Area | Industrial Area |
| Building and Property Improvements | Energy Efficiency Grant | A grant of up to 50% of eligible costs, to a maximum of \$10,000, or as determined at the discretion of Council. | Section 4.9 | | ● | ● | ● | ● | ● |
| | Façade Improvement Grant | A grant of up to 50% of the construction costs, to a maximum of \$25,000, or as determined at the discretion of Council. | Section 4.10 | | ● | ● | ● | ● | |
| | Signage Improvement Grant | A grant of up to 50% of the construction costs, to a maximum of \$5,000, or as determined at the discretion of Council. | Section 4.11 | | ● | ● | ● | ● | |
| | Landscaping and Property Improvement Grant | A grant of up to 50% of the construction costs, to a maximum of \$15,000, or as determined at the discretion of Council. | Section 4.12 | | ● | ● | ● | | |
| | Environmental Site Assessment Grant | A grant up to 50% of the cost of undertaking an eligible study, to a maximum of \$6,000 per study, or as determined at the discretion of Council. | Section 4.13 | ● | ● | ● | ● | ● | ● |
| | Kenora Economic Development and Growth Incentive | A grant to facilitate and expedite development or redevelopment of key Priority Properties within the Community Improvement Project Area, which would result in substantive community benefits, and where their revitalization would function as a broader catalyst to advance revitalization priorities in Kenora. | Section 4.14 | ● | ● | ● | ● | ● | ● |
| Harbourtown Centre Activation | Ground Floor Commercial Activation Grant | A grant of up to 50% of the cost of renovating and converting the interior of ground floor uses to a commercial use (e.g., retail, restaurant, entertainment), up to a maximum of \$25,000, or as determined at the discretion of Council. | Section 4.15 | | | ● | | | |
| | Sidewalk Patio and Pop-ups Grant | A grant of up to 100% of eligible costs, up to a maximum of \$5,000, or as determined at the discretion of Council, to support professional fees and/or construction costs associated with the design and installation of the sidewalk patio. | Section 4.16 | | | ● | | | |



4.1 Planning and Building Permit Fees Grant

Purpose

To encourage a range of development by offsetting the cost of applications and permits.

Eligible Costs

- 1 Development of a vacant property or redevelopment of a property for commercial, industrial, residential (with a minimum of 4 dwelling units), or mixed uses; or
- 2 Major additions to a commercial, industrial, residential (with a minimum of 4 dwelling units), or mixed use property, involving an increase of at least 25% of the existing gross floor area; or
- 3 Conversion of upper-storey space in a commercial or mixed use building to residential units; or
- 4 Demolition of existing buildings on a private property, associated with the redevelopment of that property; or
- 5 Any combination of the above.

Program Details

- 1 A waiver of up to 50% of the municipal fees, to a maximum of \$5,000 or as determined at the discretion of Council, to assist with the cost of any of the following fees:
 - Planning Act Applications, including:
 - Official Plan Amendments;
 - Zoning By-law Amendments;
 - Draft Plan of Subdivision/Condominium;
 - Consent;
 - Minor Variance;
 - Site Plan Control;
 - Demolition Permits;
 - Building Permits;
 - Encroachment Permits;
 - Sign Permits; and
 - Other municipal permits, as determined to be necessary and approved as an eligible permit cost by City staff and/or Council.

- 2 In general, any projects which are eligible for other incentives outlined in this Plan will also be eligible for the Planning and Building Permit Fees Grant, if the applicant is required to obtain planning approvals and/or a building, demolition, encroachment, or sign permit.

Eligibility Criteria

- 1 All General Eligibility Requirements outlined in **Section 5.3** shall apply.
- 2 Applications shall be in accordance with the application process set out in **Section 5.4**.
- 3 In accordance with **Table 4-1**, eligible properties include properties within all the CIP Program Areas.
- 4 Only development including the following uses is eligible for this grant: commercial; industrial; residential (with a minimum of 4 dwelling units); or mixed uses.
- 5 An application for this program must be submitted to the City prior to the commencement of any site works and/or issuance of a building permit, as applicable.

4.2 Tax Increment Equivalent Grant (TIEG)

Purpose

A percentage rebate on the annual municipal property taxes (municipal portion only) resulting from the increased assessment value generated by property development / redevelopment, which offsets the increase in municipal property tax resulting from property improvements.

Eligible Costs

- 1 Development, redevelopment, or adaptive reuse of a property / building for uses including commercial, industrial, residential (with a minimum of 4 new dwelling units created), or mixed uses;
- 2 Major additions, renovations, or improvements to an existing commercial, industrial, residential, or mixed use property / building, involving an increase of at least 25% of the existing gross floor area or a minimum of 4 new dwelling units created, and an increase of at least \$500,000 in the assessed value of the property based on the 2016 Current Value Assessment (CVA) (or as directed by Council and subject to review pending a revised CVA date);



- 3** Conversion of upper-storey space in a mixed use or commercial building to a minimum of two (2) new residential units, or major renovations / improvements to upper storey residential space that result in an increase of at least \$500,000 in the assessed value of the property based on the 2016 Current Value Assessment (CVA) (or as directed by Council and subject to review pending a revised CVA date);
- 4** Streetscaping or landscaping improvements, in combination with any of the above; or
- 5** Any combination of the above.

Program Details

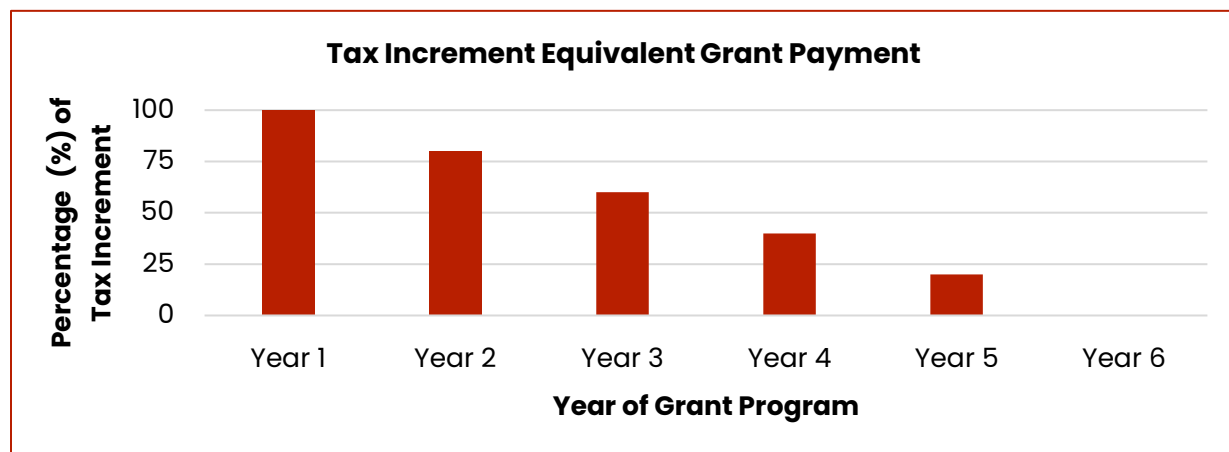
- 1** The Tax Increment Equivalent Grant is offered to eligible property owners only where the property assessment increases as a result of development, redevelopment, or major improvements, and there is a subsequent increase in municipal property taxes. For the purposes of calculating this grant, municipal property taxes include the municipal portion of the taxes only, and do not include education or any other special charges.
- 2** Grants will range from 100% to 20% of the increase in annual municipal property taxes resulting from property improvements, paid to the owner each year for a maximum of five (5) years (declining by 20% each year).
- 3** The amount of the grant(s), the time period over which the grant(s) are paid, and the rate of decrease of the value of the grant(s), shall be at the sole discretion of Council, in consultation with City Staff, and outlined in the Financial Incentive Program agreement. The total amount of all grant payments over the duration of the Tax Increment Equivalent Grant shall not exceed 50% of the total eligible costs of the improvements.
- 4** The eligible development / property improvement works must be completed within three (3) years of application approval, or as stipulated in the agreement with the City.
- 5** Grants, as approved by Council, shall be provided upon successful completion of the work confirmed through a building inspection, as well as payment in full of the property taxes including the taxes for the incremental assessment increase. The amount of the grant in the first year cannot be calculated until the incremental assessment has been determined by the Municipal Property Assessment Corporation (MPAC) and provided to the Municipality, which may take up to two (2) years. Grants for subsequent years shall be paid annually to property owners within three (3) months of payment of the full property tax.

- 6 The Tax Increment Equivalent Grant shall not be paid and shall not accumulate for any year when taxes remain unpaid by the due date. Any failure to pay taxes in any year shall disqualify the owner for further grant payments.

Example Scenario

A hypothetical property pays \$10,000 in annual municipal property taxes this year. If the property is redeveloped and a reassessment results in municipal property taxes of \$15,000 annually, the tax 'increment' is \$5,000 (i.e., $\$10,000 + \$5,000 = \$15,000$).

Council has approved a Tax Increment Equivalent Grant for the property, with a duration of 5 years. In the first year after re-assessment, the applicant would be eligible for a grant of \$5,000, representing 100% of the tax increment. In the second year after re-assessment, the applicant would be eligible for a grant of \$4,000, representing a decrease of 20% from the previous year. The grant amount would continue to decrease by 20% each year in years 3, 4, and 5. The grant expires after five (5) years, based on the grant duration determined by Council. This example assumes that all eligibility criteria are met.



Eligibility Criteria

- 1 All General Eligibility Requirements outlined in **Section 5.3** shall apply.
- 2 Applications shall be in accordance with the application process set out in **Section 5.4**.
- 3 In accordance with **Table 4-1**, eligible properties include properties that are located within all of the CIP Program Areas.

- 4** The Tax Increment Equivalent Grant may only be combined with the following other Building and Property Improvement Financial Incentive Programs under this CIP: Accessibility Grant; Crime Prevention Through Environmental Design (CPTED) Grant; Signage Improvement Grant; and Landscaping and Property Improvement Grant.
- 5** In order to determine the suitability of the Tax Increment Equivalent Grant, prior to submitting an application for the program, the City may, in its sole discretion, require that eligible applicants submit an estimate of the total potential value of the tax increment and the anticipated post-project property value assessment from MPAC, based on current assessment values and anticipated investment.
- 6** If the total value of the Tax Increment Equivalent Grant is significantly less than the applicant's estimated value, at the sole discretion of the City, the applicant may be given the opportunity to withdraw their application for the Tax Increment Equivalent Grant program, and submit an application for one or more of the other incentive programs in this Plan as may be applicable to the project.
- 7** Should an eligible applicant be approved for the Tax Increment Equivalent Grant, and if the subject property is sold, in whole or in part, before the original grant period lapses, the original owner may not be entitled to receive the remaining grant payments, in accordance with the terms of the program agreement. The payments are also non-transferrable to the new owner, unless specifically stipulated as part of the Financial Incentive Program Agreement executed between the original owner and the City.
- 8** The property owner is responsible for the entire cost of the development or redevelopment project.
- 9** An application for this program must be submitted to the City prior to the commencement of any site works and/or issuance of a building permit, as applicable.
- 10** Greenfield properties are not eligible for the Tax Increment Equivalent Grant. Greenfield properties are generally considered vacant properties that have no prior history of development and/or do not represent an extension of the built-up area. In determining whether a property is considered a greenfield, Council, in consultation with City Staff, shall have sole discretion.



4.3 Municipal Surplus Land Disposition Program

Purpose

To permit the sale and disposition of surplus lands owned by the City of Kenora below market value to promote the development of new residential, commercial, mixed use, or industrial development.

Eligible Costs

- 1 Council will consider the sale and disposition of municipal lands which have been declared surplus below market value, at a cost to be determined by Council.

Program Details

- 1 Council will initiate the sale and disposition of certain municipal lands through Request for Proposal (RFP) processes, on a case-by-case basis.
- 2 Council will determine the percentage below market value which is to be applied to the property based on the proposed development's community benefits, and consistency with the vision and goals of this CIP.
- 3 Market value will either be deemed to be the Municipal Property Assessment Corporation (MPAC) assessment value, or value determined by an independent appraiser retained and paid for by the City, as deemed appropriate by Council.
- 4 At its sole discretion, the City may require the applicant to submit a development schedule or phasing plan, prepared to the satisfaction of the City, in relation to an application for the Municipal Surplus Land Disposition Program.
- 5 The purchaser will be required to enter into a development agreement with the City acknowledging that they understand and abide by the terms of this program. The agreement will be registered against the lands to which it applies and the City will enforce the provisions of the agreement against any party to the agreement and, subject to the provisions of the Registry Act and the Land Titles Act, against any and all subsequent owners of the land.
- 6 If the purchaser fails to adhere to any requirements of the development agreement, the City will have the option of re-purchasing the property for the full price paid by the applicant, less any applicable legal costs.

Eligibility Criteria

- 1 All General Eligibility Requirements outlined in **Section 5.3** shall apply.

- 2 Applications shall be in accordance with the application process set out in **Section 5.4**.
- 3 In accordance with **Table 4-1**, eligible properties include properties that are located within all of the CIP Program Areas, or within the Rural Area at the discretion of Council.
- 4 Eligible properties must:
 - Be owned by the City of Kenora;
 - Conform to the City's Official Plan and be zoned in the City's Zoning By-law for residential, commercial, mixed use, or industrial uses, as applicable; and
 - Be declared surplus by the City of Kenora.
- 5 Applicants must present Council with sufficient information about the proposed development (e.g., renderings or concept plans) to demonstrate the project's desirability and feasibility.

4.4 Additional Residential Units Grant

Purpose

To support the development of additional residential units on the same property as a single detached, semi-detached, or townhouse dwelling.

Eligible Costs

- 1 Plans, designs, and study costs, including:
 - Site Plans;
 - Structural Plans;
 - Architectural Plans;
 - Engineering Plans; and
 - Other site-specific plans or studies as required by the City at the time of pre-consultation or under the Planning Act.
- 2 Works related to compliance with the Ontario Building Code or Fire Code, including:
 - Safe egress;
 - Accessibility improvements;
 - Structural improvements;
 - Electrical improvements;
 - Ventilation improvements;

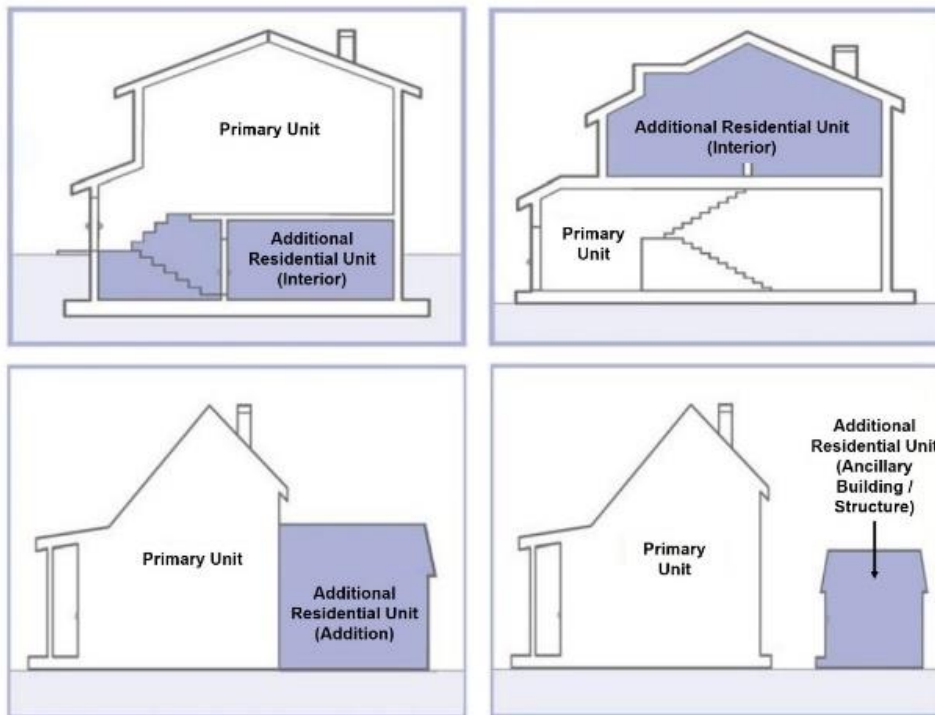


- Fire protection, including associated insulation; and
 - Other similar improvements.
- 3** Materials costs, including:
- Construction materials; and
 - Finishing materials.
- 4** Construction and labour costs, associated with the above eligible costs.

Program Details

- 1** A grant of up to 50% of eligible costs, up to a maximum of \$10,000 per additional residential unit, or as determined at the discretion of Council.

Figure 4-1: Examples of additional residential unit locations (Adapted from Ministry of Municipal Affairs and Housing, 2019)



Eligibility Criteria

- 1** All General Eligibility Requirements outlined in **Section 5.3** shall apply.

- 2 Applications shall be in accordance with the application process set out in **Section 5.4**.
- 3 In accordance with **Table 4-1**, eligible properties include properties that are located within the following CIP Program Areas: Neighbourhoods; and Harbourtown Centre.
- 4 Only additional residential units located within a single detached, semi-detached, or townhouse dwelling, or within a detached structure on the same lot as and ancillary to a single detached, semi-detached, or townhouse dwelling are eligible for this grant.
- 5 A self-contained additional residential unit with a private kitchen, bathroom, and sleeping area must be created.
- 6 The additional dwelling unit being created must conform to any applicable requirements of the Ontario Building Code, Fire Code, Official Plan, Zoning By-law, and Site Plan Control.
- 7 An application for this program must be submitted to the City prior to the commencement of any site works and/or issuance of a building permit, as applicable.
- 8 Applications for the Housing Financial Incentive Programs will be evaluated on a case-by-case basis. The City of Kenora Housing Financial Incentive Programs cannot be stacked with other programs, including: CMHC, the Province of Ontario, or the Government of Canada that provide financial support on a per door basis. Projects receiving this type of financial support are not eligible for this grant. In addition, support from this grant is focused on affordable and market rate housing types only.

4.5 Multi-Unit Housing Grant

Purpose

To support multi-unit residential development consisting of a minimum of five (5) or more new dwelling units (rental or ownership), which may include the development of new affordable dwelling units.

Eligible Costs

- 1 The development or redevelopment of properties and buildings to support the creation of a minimum of five (5) or more dwelling units and/or affordable dwelling units (rental or ownership) on the upper storey(s) of a commercial building, or in a standalone residential building.
- 2 Plans, designs, and study costs, including:



- Site Plans;
 - Structural Plans;
 - Architectural Plans;
 - Engineering Plans;
 - Traffic or Parking Studies;
 - Environmental Plans;
 - Interior Design Plans;
 - Market Analysis or Feasibility Studies; and
 - Other site-specific plans and studies as required by the City at the time of pre-consultation or under the Planning Act.
- 3** Works related to compliance with the Ontario Building Code or Fire Code, including:
- Safe egress;
 - Structural improvements;
 - Electrical improvements;
 - Ventilation improvements;
 - Fire protection, including associated insulation; and
 - Other similar improvements.
- 4** Exterior property improvements, including:
- Sidewalk upgrades;
 - Lighting; and
 - Landscaping.
- 5** Accessibility improvements, including:
- Ramps;
 - Elevators;
 - Automatic doors; and
 - Alternative means of access and egress.
- 6** Utilities infrastructure upgrades, including:
- Sewer;
 - Water; and
 - Stormwater management.
- 7** Materials costs, including:

- Construction materials; and
 - Finishing materials.
- 8** Construction and labour costs, associated with the above eligible costs.

Program Details

- 1** A grant of up to 50% of eligible costs up to a maximum of \$5,000 per dwelling unit, with an additional maximum of \$10,000 per affordable dwelling unit (i.e., up to a total maximum of \$15,000 per affordable dwelling unit). The total maximum per property would be determined at the discretion of Council.

Eligibility Criteria

- 1** All General Eligibility Requirements outlined in **Section 5.3** shall apply.
- 2** Applications shall be in accordance with the application process set out in **Section 5.4**.
- 3** In accordance with **Table 4-1**, eligible properties include properties that are located within the following CIP Program Areas: Neighbourhoods; Harbourn Town Centre; Harbourn Town Centre Pedestrian Corridors; and Community Corridors.
- 4** Eligible residential developments must result in five (5) or more dwelling units.
- 5** Eligible affordable residential units must meet the definition of “affordable” as defined in the Provincial Planning Statement, 2024:
- a. In the case of ownership housing, the least expensive of:
 - i. Housing for which the purchase price results in annual accommodation costs which do not exceed 30 percent of gross annual household income for low and moderate income households; or
 - ii. Housing for which the purchase price is at least 10 percent below the average purchase price of a resale unit in the municipality.
 - b. In the case of rental housing, the least expensive of:
 - i. A unit for which the rent does not exceed 30 percent of gross annual household income for low and moderate income households; or
 - ii. A unit for which the rent is at or below the average market rent of a unit in the municipality.

Current affordable housing costs in the City of Kenora should be determined by consulting the MMAH “Affordable Residential Units for the Purposes of the Development Charges Act, 1997 Bulletin”, which was last updated on October 1, 2025 at the time of writing this CIP.

- 6 The affordable dwelling units must be maintained as affordable, in accordance with the definition of affordable outlined in the Eligibility Criteria under this grant, for a minimum duration of 10 years.
- 7 For proposed development on the upper storeys of a commercial building, the applicant must be either a registered property owner, assessed property owner, or a tenant of a property to whom the owner has assigned consent to receive assistance under the CIP.
- 8 If an affordable residential unit is proposed on the upper storey(s) of a property that is designated under the Ontario Heritage Act, the improvements shall not compromise the reasons for designation. In such cases, the CIP Financial Incentive Program Application will be circulated to the City of Kenora Planning Division for review and comment.
- 9 An application for this program must be submitted to the City prior to the commencement of any site works and/or issuance of a building permit, as applicable.
- 10 Applications for the Housing Financial Incentive Programs will be evaluated on a case-by-case basis. The City of Kenora Housing Financial Incentive Programs cannot be stacked with other programs, including: CMHC, the Province of Ontario, or the Government of Canada that provide financial support on a per door basis. Projects receiving this type of financial support are not eligible for this grant. In addition, support from this grant is focused on affordable and market rate housing types only.

4.6 Residential Conversion and Intensification Grant – Upper Storey(s)

Purpose

To promote the renovation and conversion of upper storey units to new residential units (rental or ownership).

Eligible Costs

- 1 Plans, designs, and study costs, including:



City of Kenora Community Improvement Plan

- Site Plans;
 - Structural Plans;
 - Architectural Plans;
 - Engineering Plans; and
 - Other site-specific plans or studies as required by the City at the time of pre-consultation or under the Planning Act.
- 2** Works related to compliance with the Ontario Building Code or Fire Code, including:
- Safe egress;
 - Accessibility improvements;
 - Structural improvements;
 - Electrical improvements;
 - Ventilation improvements;
 - Fire protection, including associated insulation; and
 - Other similar improvements.
- 3** Materials costs, including:
- Construction materials; and
 - Finishing materials.
- 4** Construction and labour costs, associated with the above eligible costs.

Figure 4-2: Example of upper storeys above existing commercial uses, Main Street South, Kenora, ON (Source: Google Earth)



Program Details

- 1 A grant of up to 50% of the cost of renovating and converting units located on the second storey or higher to a residential use, up to a maximum of \$10,000 per dwelling unit, or as determined at the discretion of Council.

Eligibility Criteria

- 1 All General Eligibility Requirements outlined in **Section 5.3** shall apply.
- 2 Applications shall be in accordance with the application process set out in **Section 5.4**.
- 3 In accordance with **Table 4-1**, eligible properties include properties that are located within the following CIP Program Areas: Harbourtown Centre; and Harbourtown Centre Pedestrian Corridors.
- 4 The applicant must be either a registered property owner, assessed property owner, or a tenant of a property to whom the owner has assigned consent to receive assistance under the CIP.
- 5 If a property to be rehabilitated is designated under the Ontario Heritage Act, the improvements shall not compromise the reasons for designation. In such cases, the CIP Financial Incentive Program Application will be circulated to the City of Kenora Planning Division for review and comment.
- 6 An application for this program must be submitted to the City prior to the commencement of any site works and/or issuance of a building permit, as applicable.
- 7 Applications for the Housing Financial Incentive Programs will be evaluated on a case-by-case basis. The City of Kenora Housing Financial Incentive Programs cannot be stacked with other programs, including: CMHC, the Province of Ontario, or the Government of Canada that provide financial support on a per door basis. Projects receiving this type of financial support are not eligible for this grant. In addition, support from this grant is focused on affordable and market rate housing types only.

4.7 Accessibility Grant

Purpose

To encourage accessibility improvements for existing commercial and mixed use properties and buildings in accordance with the Accessibility for Ontarians with Disabilities Act, 2005, as amended.



Eligible Costs

- 1 Installation of new automatic doors;
- 2 Installation of new elevators or lifts;
- 3 Installation of new wheelchair access ramps;
- 4 Widening of public entryways;
- 5 Levelling or repairs to pathways/accesses and stairs;
- 6 Any other improvements designed to improve accessibility, subject to approval by the City; and
- 7 Professional fees, materials costs, and construction and labour costs, associated with the above improvements.

Figure 4-3: Kenora District Services Board Building with wheelchair access ramp, 120 Matheson Street South, Kenora, ON (Source: Google Streetview, 2022)



Program Details

- 1 A grant of up to 50% of the construction costs, to a maximum of \$10,000, or as determined at the discretion of Council.

Eligibility Criteria

- 1 All General Eligibility Requirements outlined in **Section 5.3** shall apply.
- 2 Applications shall be in accordance with the application process set out in **Section 5.4**.

- 3 In accordance with **Table 4-1**, eligible properties include properties that are located within the following CIP Program Areas: Harbourtown Centre; Harbourtown Centre Pedestrian Corridors; Community Corridors; and Commercial Area.
- 4 Accessibility improvements shall be in accordance with, or exceed, the requirements of the Ontario Building Code, as applicable to the property.
- 5 An application for this program must be submitted to the City prior to the commencement of any site works and/or issuance of a building permit, as applicable.

4.8 Crime Prevention Through Environmental Design (CPTED) Grant

Purpose

To facilitate the installation of site security improvements.

Eligible Costs

- 1 Installation of security cameras and associated hardware;
- 2 Installation of exterior lighting;
- 3 Installation of retractable security gates at building entrances (e.g., in recessed doorways);
- 4 Installation of fences;
- 5 Installation of bollards or other parking lot security improvements;
- 6 Installation of mirrors;
- 7 Installation of shatter-resistant glass windows;
- 8 Creation of mural art on exterior walls as a graffiti-deterrent;
- 9 Installation of other recommended CPTED and improvements, subject to approval by the City; and
- 10 Professional fees, materials costs, and construction and labour costs, associated with the above improvements.

Program Details

- 1 A grant of up to 75% of CPTED costs, up to a maximum of \$10,000, or as determined at the discretion of Council.

Figure 4-4: Example of security gates at recessed and central doorways and laneways within Harbourtown Centre (Source: City of Kenora)



Eligibility Criteria

- 1** All General Eligibility Requirements outlined in **Section 5.3** shall apply.
- 2** Applications shall be in accordance with the application process set out in **Section 5.4**.
- 3** In accordance with **Table 4-1**, eligible properties include properties that are located within the following CIP Program Areas: Harbourtown Centre; Harbourtown Centre Pedestrian Corridors; Community Corridors; Commercial Area; and Industrial Area.
- 4** Improvements shall be accompanied by justification for inclusion, either through a CTPED assessment or targeted intervention to address existing or foreseen security vulnerabilities.
- 5** An application for this program must be submitted to the City prior to the commencement of any site works and/or issuance of a building permit, as applicable.
- 6** Subsequent applications for the CPTED Grant for the same property are permitted where there has been a change of property ownership, or the previously completed improvements funded through a prior CPTED Grant have reached the end of their lifecycle and require rehabilitation.



4.9 Energy Efficiency Grant

Purpose

To encourage property owners to improve energy efficiency of existing commercial and industrial buildings, and to facilitate the installation of small-scale renewable energy systems.

Eligible Costs

- 1 Renovations to result in enhanced energy efficiency;
- 2 Purchase and installation of small-scale renewable energy systems (e.g., solar or wind); and
- 3 Purchase and installation of energy-efficient lighting and lighting controls (e.g., timers or sensors).

Program Details

- 1 A grant of up to 50% of eligible costs, to a maximum of \$10,000, or as determined at the discretion of Council.

Eligibility Criteria

- 1 All General Eligibility Requirements outlined in **Section 5.3** shall apply.
- 2 Applications shall be in accordance with the application process set out in **Section 5.4**.
- 3 In accordance with **Table 4-1**, eligible properties include properties that are located within the following CIP Program Areas: Harbourtown Centre; Harbourtown Centre Pedestrian Corridors; Community Corridors; Commercial Area; and Industrial Area.
- 4 Eligible properties must have a commercial or industrial use to be eligible for this grant.
- 5 An application for this program must be submitted to the City prior to the commencement of any site works and/or issuance of a building permit, as applicable.
- 6 If a property to be rehabilitated is designated under the Ontario Heritage Act, the improvements shall not compromise the reasons for designation. In such cases, the CIP Financial Incentive Program Application will be circulated to the City of Kenora Planning Division for review and comment.

- 7 For proposed improvements on properties within the Harbourtown Centre and Harbourtown Centre Pedestrian Corridors Program Areas, energy efficiency improvements (e.g., rooftop panels) shall not obstruct views of the lake or result in impacts to the heritage value of the subject property. Each proposed project shall be evaluated on its own merit when considering the specific circumstances and potential impacts on the subject property's heritage value and views.

4.10 Façade Improvement Grant

Purpose

To encourage aesthetic improvements to streetscapes and support the continued maintenance of building stock by upgrading building facades while maintaining Kenora's design guidelines, where feasible.

Eligible Costs

- 1 Improvements to the front, rear, or exterior building facades that front onto a public street, including:
 - Façade restoration of brickwork, wood, masonry, and metal cladding;
 - Repair or replacement of entablature, eaves, parapets, and other architectural details;
 - Repair or replacement of windows and doors as a component of a broader façade project;
 - Repair, replacement, or addition of exterior lighting;
 - Repair, replacement, or addition of awnings, marquees, and canopies;
 - Replacement of façade elements that were originally in place during initial construction of the building;
 - Redesigned shop fronts; and/or
 - Similar other improvements/repairs, as may be considered and approved by Council in consultation with City Staff.
- 2 Professional fees, materials costs, and construction and labour costs, associated with the above improvements.

Program Details

- 1 A grant of up to 50% of the construction costs, to a maximum of \$25,000, or as determined at the discretion of Council.

- 2 Of the grant amount awarded, a maximum of 50% may be used towards professional, architectural, or heritage-related services.

Figure 4-5: Completed Facade Improvement Grant Projects and Recipients, Kenora, ON

Before



213 Main St. S., Kenora, ON

After



103 Main St. S., Kenora, ON

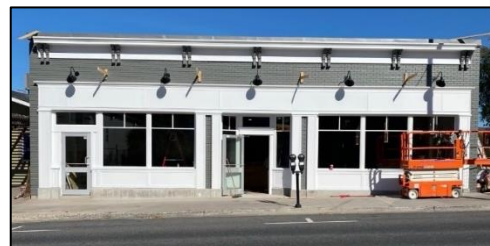


Before



420 Second St. S., Kenora, ON

After





613 Ottawa Street, Keewatin



Eligibility Criteria

- 1 All General Eligibility Requirements outlined in **Section 5.3** shall apply.
- 2 Applications shall be in accordance with the application process set out in **Section 5.4**.
- 3 In accordance with **Table 4-1**, eligible properties include properties that are located within the following CIP Program Areas: Harbourtown Centre; Harbourtown Centre Pedestrian Corridors; Community Corridors; and Commercial Area.
- 4 Only commercial and mixed use buildings with ground floor commercial uses are eligible for this grant.
- 5 An application for this program must be submitted to the City prior to the commencement of any site works and/or issuance of a building permit, as applicable.
- 6 If a property to be rehabilitated is designated under the Ontario Heritage Act, the improvements shall not compromise the reasons for designation. In such cases, the CIP Financial Incentive Program Application will be circulated to the City of Kenora Planning Division for review and comment.
- 7 Subsequent applications for the Façade Improvement Grant for the same property are permitted where there has been a change of property ownership, or the previously completed façade improvements funded through a prior Façade Improvement Grant have reached the end of their lifecycle and require rehabilitation.



4.11 Signage Improvement Grant

Purpose

To promote new signage to contribute to attractive streetscapes.

Eligible Costs

- 1 Replacement, repair, improvement, or installation of signage and associated lighting on building façades of commercial or mixed use properties.
- 2 Eligible signs include:
 - Primary signs attached to buildings, particularly those that form part of a building façade's sign board area, or that are located above a building entrance or porch;
 - Hanging signs, which may be used either as primary signs or as secondary signs, to complement the main building signage;
 - Stand-alone signs, associated with landscaping, located in front yards and standalone signs in rear yards;
 - Installation and replacement of awnings that contain the name of the business or otherwise form part of the business signage;
 - Decorative window decals; and
 - Professional fees, materials costs, and construction and labour costs, associated with the above improvements.

Program Details

- 1 A grant of up to 50% of the construction costs, to a maximum of \$5,000, or as determined at the discretion of Council.

Eligibility Criteria

- 1 All General Eligibility Requirements outlined in **Section 5.3** shall apply.
- 2 Applications shall be in accordance with the application process set out in **Section 5.4**.
- 3 In accordance with **Table 4-1**, eligible properties include properties that are located within the following CIP Program Areas: Harbourtown Centre; Harbourtown Centre Pedestrian Corridors; Community Corridors; and Commercial Area.
- 4 Improvements shall comply with the City's Sign By-law, and the Ontario Building Code and Regulations.

- 5 An application for this program must be submitted to the City prior to the commencement of any site works and/or issuance of a building permit, as applicable.
- 6 Subsequent applications for the Signage Improvement Grant for the same property are permitted where there has been a change of property ownership and/or business, or the previously completed signage improvements funded through a prior Signage Improvement Grant have reached the end of their lifecycle and require rehabilitation.

4.12 Landscaping and Property Improvement Grant

Purpose

To assist with the revitalization of private commercial properties including improvements related to landscaping, public art, and beautification.

Eligible Costs

- 1 Installation of water-efficient ground cover using native plant species or tree planting;
- 2 Installation or improvement of decorative retaining walls;
- 3 Installation or improvement of pedestrian walkways;
- 4 Installation of stormwater management systems that are considered to be, in the opinion of the City in consultation with applicable agencies, innovative and beyond the minimum requirements for stormwater management. Such systems may include the use of bioswales, rainwater harvesting and reuse systems, rain gardens, etc.;
- 5 Installation of active transportation infrastructure, such as bicycle parking;
- 6 Installation of street furniture, such as benches or permanent planters;
- 7 Installation of public art, including:
 - Local heritage-based artworks and displays;
 - Murals;
 - Sculptures;
 - Paintings;
 - Interactive artworks and displays;
 - Any other artwork or display, subject to approval; and
 - Materials, installation, lighting, and landscaping related to a public art installation.
- 8 Beautification works representing minor improvements to enhance the overall visual appeal of a business, including:

- Landscaped planters;
 - Similar beautification features, subject to approval.
- 9 Professional fees, materials costs, and construction and labour costs, associated with the above improvements.

Program Details

- 1 A grant of up to 50% of the construction costs, to a maximum of \$15,000, or as determined at the discretion of Council.

Eligibility Criteria

- 1 All General Eligibility Requirements outlined in **Section 5.3** shall apply.
- 2 Applications shall be in accordance with the application process set out in **Section 5.4**.
- 3 In accordance with **Table 4-1**, eligible properties include properties that are located within the following CIP Program Areas: Harbourtown Centre; Harbourtown Centre Pedestrian Corridors; and Community Corridors.
- 4 Improvements shall comply with the City's Property Standards By-law and the Ontario Building Code and Regulations.
- 5 All private property owners must agree to enter into an agreement with the City regarding the location / use of space for the public art and ongoing maintenance of the public art works, which will be the sole responsibility of the private property owner, unless otherwise specified in the agreement.
- 6 All public art works must be durable and constructed and/or protected to withstand the elements to ensure their longevity.
- 7 All public artworks and displays must be pre-approved by the City. Applications must contain sufficient information about the proposed public art works and displays (e.g., renderings or concept plans) to demonstrate the project's desirability and feasibility.
- 8 Eligible properties for beautification works must have a ground-level commercial use to be eligible for this grant.
- 9 An application for this program must be submitted to the City prior to the commencement of any site works and/or issuance of a building permit, as applicable
- 10 Subsequent applications for the Landscaping and Property Improvement Grant for the same property are permitted where there has been a change of property ownership,

or the previously completed improvements funded through a prior Landscaping and Property Improvement Grant have reached the end of their lifecycle and require rehabilitation.

4.13 Environmental Site Assessment Grant

Purpose

To promote the completion of environmental studies to understand the type of contamination and potential remediation costs for a contaminated property to support the filing of a Record of Site Condition.

Eligible Costs

- 1 Confirming and describing contamination at the site (partial or complete Phase II Environmental Site Assessment (ESA));
- 2 Surveying designated substances and hazardous materials at the site (Designated Substance and Hazardous Materials Survey); and
- 3 Developing a plan to remove, treat, or otherwise manage contamination found on the site (Remedial Work Plan / Risk Assessment).

Program Details

- 1 A grant up to 50% of the cost of undertaking an eligible study, to a maximum of \$6,000 per study, or as determined at the discretion of Council.
- 2 The grant shall be payable upon completion of all studies for which it is being provided.

Eligibility Criteria

- 1 All General Eligibility Requirements outlined in **Section 5.3** shall apply.
- 2 Applications shall be in accordance with the application process set out in **Section 5.4**.
- 3 In accordance with **Table 4-1**, eligible properties include properties that are located within all of the CIP Program Areas.
- 4 Phase I ESAs are not considered eligible studies under this grant.

- 5 Applicants must complete and submit, for the City's review, a Phase I ESA that demonstrates that site contamination is likely.
- 6 Applications shall include:
 - A detailed study work plan;
 - A cost estimate for the study; and
 - A description of the planned redevelopment, including any planning applications that have been submitted/approved, if applicable.
- 7 All environmental studies shall be completed by a qualified person, as defined by Ontario Regulation 153/04: Records of Site Condition, as amended.
- 8 An application for this program must be submitted to the City prior to the commencement of any studies and associated site activities.

4.14 Kenora Economic Development and Growth Incentive

Purpose

To facilitate and expedite development or redevelopment of key "Priority Properties" within the Community Improvement Project Area, which would result in substantive community benefits, and where their revitalization would function as a broader catalyst to advance revitalization priorities of the Community Improvement Project Area.

Eligible Costs

- 1 Eligible costs shall be as indicated in the applicable Financial Incentive Program.

Program Details

- 1 Council can, at its discretion, identify and/or approve eligible "Priority Properties".
- 2 The exact grant funding amount of the applicable Financial Incentive Program would be determined at the discretion of Council, in consultation with City staff.

Eligibility Criteria

- 1 All General Eligibility Requirements outlined in **Section 5.3** shall apply.
- 2 Applications shall be in accordance with the application process set out in **Section 5.4**.
- 3 In accordance with **Table 4-1**, eligible properties include properties that are located within all of the CIP Program Areas.



- 4 Council shall evaluate and approve individual applications for the Kenora Economic Development and Growth Incentive.
- 5 Eligible “Priority Properties” may be selected based on the following criteria:
 - “Priority Properties” shall be located within the Community Improvement Project Area.
 - The Program shall be exclusively limited to those properties that would particularly benefit from additional financial incentives to promote property investment, where otherwise the programs and corresponding funding values under this Plan are deemed to be insufficient in this regard.
 - A “Priority Property” may be located in a prominent location and be highly visible, such as being located at a major intersection, on a corner lot, or important vista.
 - A “Priority Property” may include buildings that have fallen into disrepair, are underutilized, or have been vacant for a prolonged period of time.
 - Properties eligible for this Program may also be deemed by the City of Kenora and the local community as having heightened community value or significance, such as being connected to important events, activities, or people.
 - A “Priority Property” may also be identified on the basis that the proposed community improvement works will function as a catalyst to encourage other landowners to apply for the Financial Incentive Programs of this Plan by demonstrating the economic and community benefits.

4.15 Ground Floor Commercial Activation Grant

Purpose

To assist with the cost of renovating the interior of the ground floor of an existing commercial building, or converting the interior of the ground floor of existing buildings to viable commercial uses (e.g., retail stores, restaurants, uses that support Harbourtown Centre as a tourism destination) to activate the streetscape.

Eligible Costs

- 1 Plans, designs, and study costs, including:
 - Site Plans;
 - Structural Plans;
 - Architectural Plans;



- Engineering Plans; and
 - Other site-specific plans or studies as required by the City at the time of pre-consultation or under the Planning Act.
- 2 Works related to compliance with the Ontario Building Code or Fire Code, including:
 - Safe egress;
 - Accessibility improvements;
 - Structural improvements;
 - Electrical improvements;
 - Ventilation improvements;
 - Fire protection, including associated insulation; and
 - Other similar improvements.
 - 3 Materials costs, including:
 - Construction materials; and
 - Finishing materials.
 - 4 Construction and labour costs, associated with the above eligible costs.

Program Details

- 1 A grant of up to 50% of the cost of renovating and converting the interior of a ground floor use to a commercial use (e.g., retail, restaurant, entertainment), up to a maximum of \$25,000, or as determined at the discretion of Council.

Eligibility Criteria

- 1 All General Eligibility Requirements outlined in **Section 5.3** shall apply.
- 2 Applications shall be in accordance with the application process set out in **Section 5.4**.
- 3 In accordance with **Table 4-1**, eligible properties include properties that are located within the following CIP Program Areas: Harbourtown Centre Pedestrian Corridors.
- 4 Eligible commercial uses include retail stores, restaurants, and uses that support Harbourtown Centre as a tourism destination.
- 5 The applicant must be either a registered property owner, assessed property owner, or a tenant of a property to whom the owner has assigned consent to receive assistance under the CIP.

- 6 The project must conform to any applicable requirements of the Ontario Building Code, Fire Code Official Plan, Zoning By-law, and Site Plan Control.
- 7 If a property to be rehabilitated is designated under the Ontario Heritage Act, the improvements shall not compromise the reasons for designation. In such cases, the CIP Financial Incentive Program Application will be circulated to the City of Kenora Planning Division for review and comment.
- 8 An application for this program must be submitted to the City prior to the commencement of any site works and/or issuance of a building permit, as applicable.

4.16 Sidewalk Patio and Pop-ups Grant

Purpose

To provide Downtown businesses with the opportunity to utilize publicly owned sidewalks and on-street parking spaces to permit sidewalk patios and pop-up retail spaces.



Figure 4-6: Sidewalk patio, McCabe's Irish Pub and Grill, Guelph, ON (Source: Joy Struthers/Metroland, Guelph Mercury Tribune, 2023)



Eligible Costs

- 1 Professional fees associated with the design of a sidewalk patio;
- 2 Construction and materials costs associated with the installation of a sidewalk patio;
- 3 Installation or improvement of a seasonal outdoor sidewalk café or patio, provided that it is located adjacent to the sidewalk; and

- 4 Temporary patio elements to be located in a public right-of-way or parking area, including structural elements, decorative fencing and barriers, and outdoor heaters are also eligible.

Program Details

- 1 A grant of up to 100% of eligible costs, up to a maximum of \$5,000, or as determined at the discretion of Council, to support professional fees and/or construction costs associated with the design and installation of the sidewalk patio.

Eligibility Criteria

- 1 All General Eligibility Requirements outlined in **Section 5.3** shall apply.
- 2 Applications shall be in accordance with the application process set out in **Section 5.4**.
- 3 In accordance with **Table 4-1**, eligible properties include properties that are located within the following CIP Program Areas: Harbourtown Centre Pedestrian Corridors.
- 4 The proposed project must adhere to any applicable City design guidelines.
- 5 Eligible properties must have a ground-level commercial use to be eligible for this grant.
- 6 An application for this program must be submitted to the City prior to the commencement of any site works and/or issuance of a License of Occupation.
- 7 Applicants shall be required to obtain a License of Occupation permit from the City of Kenora, enter into an agreement with the City, and provide a Certificate of Insurance for public liability (personal injury and property damage insurance) naming the Corporation of the City of Kenora as an additional insured.
- 8 Subsequent applications for the Sidewalk Patio and Pop-ups Grant for the same property are permitted where there has been a change of property ownership, or the previously completed improvements funded through a prior Sidewalk Patio and Pop-ups Grant have reached the end of their lifecycle and require rehabilitation.



Implementation

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Photo Source: Kim Pirie-Milko

5.0 Implementation

The successful implementation of the City of Kenora CIP requires municipal leadership and a clear and comprehensive framework to guide the administration of the Plan. The City will ensure that the Financial Incentive Programs achieve the intended vision and goals of this Plan.

This section sets out the interpretation, general administration structure, general eligibility requirements, application process, and other considerations related to the management of the CIP and its implementation in the City of Kenora. It also includes a recommended monitoring and evaluation program.

5.1 Interpretation



This CIP must be read and interpreted in its entirety, and in conjunction with the Planning Act, Municipal Act, and all applicable municipal planning documents for the City of Kenora. The CIP shall be interpreted at the sole discretion of the City of Kenora Council, in consultation with, or based on, advice from City staff.

5.2 Administration



This Plan will be administered by the City of Kenora, as part of the implementation of the Community Improvement policies in the Official Plan.

The Community Improvement Project Area to which this Plan applies shall be designated through a by-law adopted by Council.

This Plan is intended to remain in effect until such time as determined appropriate by Council. Council may review the Plan after 10 years to assess the degree of uptake and the overall success of the programs. Amendments or adjustments to this CIP may be made as described in **Section 5.7** of this document.

Financial Incentive Program applications shall be processed, subject to the availability of funding and CIP priorities, as approved by Council. Council may determine that the objectives of a particular Financial Incentive Program have been met, and decide to terminate or temporarily suspend funding, without the need for an amendment to the CIP.

Once Council is satisfied that this Plan has been carried out, it may enact a by-law dissolving the Community Improvement Project Area(s) and rendering the Plan inoperative.

5.2.1 Designation of Administrators and Approval Authority

Upon approval of this CIP, Council shall appoint a member or members of City Staff as the CIP Administrators, to manage day-to-day implementation and approval of applications. The responsibilities of the CIP Administrators would generally include meeting with potential applicants for Financial Incentives Programs; coordinating applications; undertaking marketing activities; and monitoring and evaluation of the CIP's performance.

5.2.2 Application Intake

It is recommended that the City consider two (2) annual application intake periods to provide flexibility and maximize opportunities for prospective applicants to obtain funding to assist with their community improvement projects. Providing two (2) annual application intake periods also recognizes that there is often a duration of validity for contractor estimates when prospective applicants are planning their community improvement projects. However, the City may consider accepting applications on a continuous intake basis for the Housing Financial Incentive Programs, to assist with budgeting considerations.

5.2.3 Financial Incentive Program Budget

At its sole discretion, Council may establish a budget for Financial Incentive Programs as part of its annual budget process, which may include separate budgets for the Housing Financial Incentive Programs and the other Financial Incentive Programs under this CIP. Budgets may be subject to the availability of funding and other budget priorities, and are therefore not specified in this CIP. Any unused portion of the Financial Incentive Program budgets may be carried over to the following year.

Further, at its sole discretion and considering any recommendations made by the CIP Administrators through the annual Monitoring and Evaluation Program, Council may choose to allocate portions of the Financial Incentive Program budgets to specific programs or Program Areas, or choose not to allocate funding to certain programs. Council may also prioritize the consideration of applications for specific Financial Incentive Programs or Program Areas, depending on the City of Kenora and CIP implementation priorities in any given year.

The City may discontinue funding for any of the Financial Incentive Programs recommended in this CIP at any time, without amending this Plan. However, applicants with approved tax

assistance and/or grant payments shall still receive said payment, provided that they continue to meet the general and program-specific requirements and the terms of any executed Financial Incentive Program Agreement entered into with the City.

5.3 General Eligibility Requirements



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

- 1 The subject property must be located in the Community Improvement Project Area (CIPA) as designated by municipal by-law at the time of the application;
- 2 All proposed projects must, in the opinion of City Council, staff, and/or the CIP Administrators, generally contribute to achieving, and not conflict with, the vision and goals of this Plan as set out in **Section 2.0**;
- 3 Proposed projects must represent a permanent improvement to the property or building, and not a lifecycle replacement of existing materials or structures. Seasonal improvements (e.g., outdoor patios) are only considered eligible if specified under the individual Financial Incentive Programs. For clarity, and without limiting the generality of the foregoing, trailers, sheds, and similar nonpermanent elements shall not be considered eligible, unless otherwise specified under the individual Financial Incentive Programs;
- 4 Proposed projects shall be in accordance with, or exceed, the requirements of the Ontario Building Code, Fire Code, Accessibility for Ontarians with Disabilities Act, and Property Standards By-law, as applicable to the property;
- 5 If a proposed project involves improvements to a designated heritage building and/or property under the Ontario Heritage Act or a non-designated building and/or property of cultural heritage value or interest listed on a municipal heritage register, or if the proposed project is located on a property that is adjacent to such buildings and/or properties, the proposed project improvements shall be required to maintain the heritage attributes of such buildings and/or properties, or complement and avoid adverse impacts on any heritage attributes on adjacent properties. Until such time that the City reconvenes the Heritage Kenora Committee, the City's Planning Division

may be consulted as part of the application evaluation process for proposed projects that have the potential to impact heritage attributes;

- 6** Where a proposed project is for affordable housing, the definition of “affordable” shall be consistent with the definition provided in the Provincial Planning Statement, 2024 (PPS 2024), as may be amended by the Province from time to time, and which is based on the definition established by the CMHC. This definition may change as required to comply with Federal and/or Provincial initiatives and amendments. Further, at the sole discretion of Council, an alternative definition of “affordable” may be applied to an eligible application that meets the eligibility criteria of this CIP. Eligible affordable housing projects may comprise a mix of affordable and market rent units;
- 7** Due to administrative costs, applications for grants less than \$500 shall not be considered;
- 8** An application for any Financial Incentive Program contained in this Plan must be submitted to the City prior to the commencement of any site works and/or issuance of a building permit, as applicable;
- 9** If the applicant is not the owner of the property, the applicant must provide written consent from the owner of the property to make the application;
- 10** An application for any Financial Incentive Program contained in this Plan must include plans, estimates, contracts, reports, and other details, as required by the City, to satisfy the City with respect to project costs and conformity to this Plan, as well as all municipal by-laws, policies, procedures, standards and guidelines, including Official Plan, Zoning By-law, and Site Plan requirements and approvals;
- 11** As a condition of application approval, the applicant shall be required to enter into an agreement with the City. The agreement shall specify the terms, duration, and default provisions of the incentive to be provided;
- 12** Where other sources of government and/or non-profit organization funding (federal, provincial, etc.) that can be applied against the eligible costs are anticipated or have been secured, these must be declared as part of the application. Accordingly, the grant may be reduced on a pro-rated basis;
- 13** The City reserves the right to audit the cost of any and all works that have been approved under any of the Financial Incentive Programs, at the expense of the applicant;

- 14** The City is not responsible for any costs incurred by an applicant in relation to any of the programs, including costs incurred in anticipation of a tax assistance and/or grant payment;
- 15** If the applicant is in default of any of the general or program specific requirements, or any other requirements of the City, the City may delay, reduce or cancel the approved tax assistance and/or grant payment and require repayment of the approved tax assistance and/or grant;
- 16** City staff, officials, and/or agents may inspect any property that is the subject of an application for any of the Financial Incentive Programs offered by the City;
- 17** Eligible applicants may apply for one (1) or more of the Financial Incentive Programs contained in this Plan, unless otherwise specified under the individual Financial Incentive Programs. No two (2) programs may be used to pay for the same eligible cost.
- 18** The total of all tax assistance and grants to be provided by the City in respect of a subject property may not exceed the total eligible costs of the improvements to that property.
- 19** There are no specific restrictions on the number of applications that may be submitted by a property owner or tenant in relation to a specific property. The intent of providing this flexibility is to allow applicants to phase in components of their projects over time, should it be necessary. However, the City may reject an application where it is of the opinion that the proposed works have already been undertaken as part of a previously approved application, except as specified under the individual Financial Incentive Programs where there has been a change of property ownership, or the previously completed improvements have reached the end of their lifecycle and require rehabilitation.
- 20** The subject property must not be in arrears of any municipal taxes or other charges;
- 21** All expenses that are eligible for the Financial Incentive Programs contained herein must be paid in full with proof of payment provided; the amount of the incentive shall be reimbursed as a grant to the applicant. Grants shall only be paid out when the work has been completed and proof of payment are submitted to the City;
- 22** Outstanding work orders from any of the City's Departments must be addressed prior to grant approval; and

- 23** Applications for Financial Incentive Programs must meet the eligibility criteria set out for each individual incentive program, as set out in **Section 4.0**, as well as the general requirements for submitting applications as outlined in **Section 5.4** of this Plan.

5.4 Application Process



The recommended process for submitting a Financial Incentive Program application and the City's process for accepting and evaluating applications is described below and illustrated in Figure 5-1.

Step 1: Pre-application Consultation, Application Submission and Acceptance

Prior to submitting an application for one or more of the Financial Incentive Programs in this CIP, applicants are required to have a pre-application consultation meeting with the CIP Administrators to confirm application and eligibility requirements. At this meeting, the applicant is encouraged to present the following supporting materials:

- Photographs of the existing building and property condition;
- Details of the project to be completed;
- Drawings or plans showing the details of the project;
- Estimate of the associated costs to complete the project;
- A work plan for the improvements and timeline for completion; and
- Any additional materials required to review the application, as determined by the City.

The CIP Administrators will complete a preliminary screening of the supporting materials and provide comments to the applicant on whether the project meets the vision and goals of the CIP. Staff will confirm the proposed project's eligibility under the available Financial Incentive Programs.

If a project is determined to be eligible for one or more Financial Incentive Programs, the CIP Administrators will inform the applicant of how to complete an application. Acceptance of an application does not guarantee program approval. The application will be rejected if it is not considered complete, or if it clearly does not comply with the eligibility criteria.

The applicant will generally be advised of approval or non-approval within 60 business days of the receipt of a complete application following an application intake period. The CIP Administrators will enter the accepted or rejected application into the City's inventory.

Step 2: Review and Evaluation of an Accepted Application

Applications for Financial Incentive Programs will be evaluated by the CIP Administrators according to an evaluation matrix, which is separate to the CIP document and which will be approved by Council annually, or at its discretion. Applications for projects which are determined to meet the vision and goals of the CIP will be recommended for approval by the CIP Administrators. A recommending report will be prepared and submitted to Council for review and approval. Funding for the CIP Financial Incentive Programs and individual grant applications is allocated solely at the discretion of Council and the CIP Administrators, if they have been delegated authority.

Step 3: Application Approval and Financial Incentive Program Agreement

Upon approval of an accepted application, a Financial Incentive Program Agreement (“the Agreement”) will be prepared by the CIP Administrators and entered into between the City and the applicant. The Agreement will outline the nature of the works to be completed, the details of the applicable Financial Incentive Program(s), and a timeframe for project completion and grant payment(s). A copy of the Agreement will be provided to the applicant.

If the application is not approved, it will be returned to the applicant with a rationale for the decision. The applicant will be provided with an opportunity to revise their application to address the reason for refusal, in consultation with the CIP Administrators, and reapply in a future intake period.

Where the decision is rendered and an application is refused, the applicant shall have the right to appeal the decision to Council.

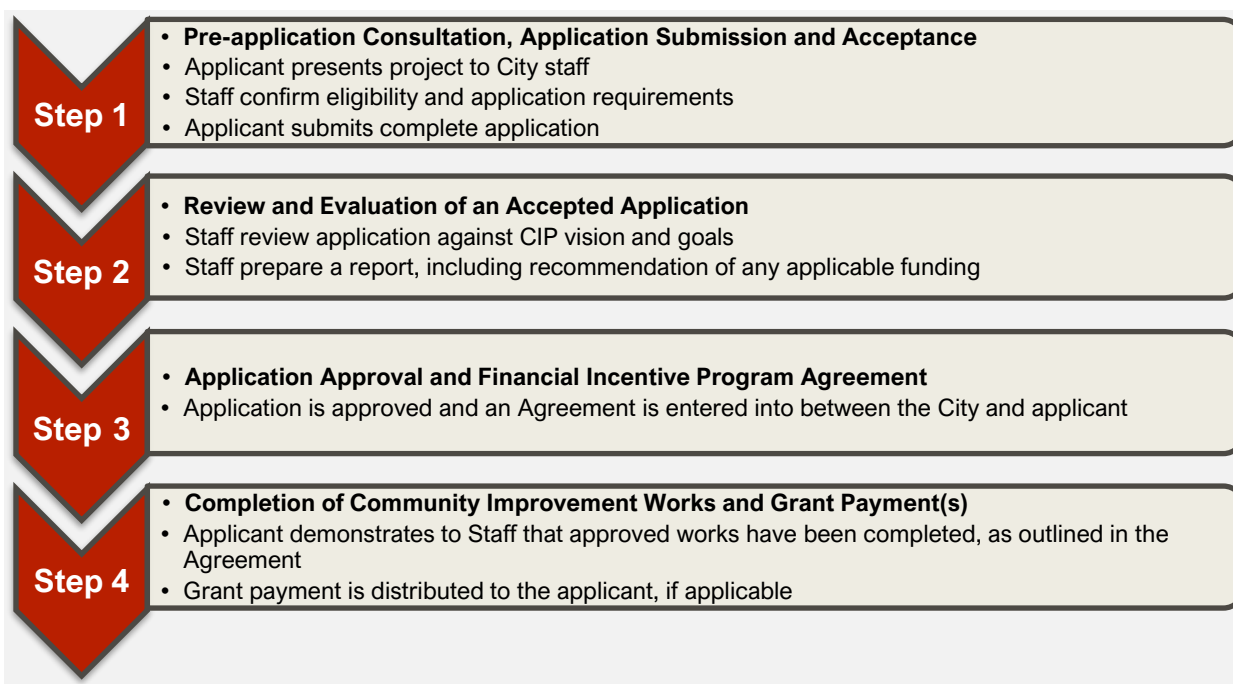
Step 4: Completion of Community Improvement Works and Grant Payment(s)

Upon execution of the Agreement, the applicant may begin the approved community improvement works. In the case of grants, payment will occur once the approved works have been completed, as outlined in the Agreement, to the satisfaction of the CIP Administrators and/or Council.

Before the payment is issued subject to the grant payment schedule in the Agreement, the applicant may be required to provide the CIP Administrators with final supporting documentation, such as photographic evidence of the completed works, invoices for all eligible work completed, proof of payment to contractors, reconciliation form, etc., to the satisfaction of the CIP Administrators.

The CIP Administrators and other City staff, as applicable, may perform a site visit and inspection of the building or property, as necessary, to ensure the community improvement works have been completed in accordance with the Agreement. The CIP Administrators may take appropriate action as specified in the Agreement if the applicant defaults on the Agreement. If all program and Agreement requirements are determined to have been met to the satisfaction of the CIP Administrators, payment will be issued to the applicant for the approved grant, in accordance with the program and Agreement requirements.

Figure 5-1: CIP Financial Incentive Program Application Process Summary



5.5 Marketing Strategy



The successful implementation of the CIP vision and goals requires effective communication of the initiatives and available funding opportunities to property and business owners, developers, tenants, and the broader community. A Marketing Strategy targeting potential applicants should be prepared and launched by City staff immediately following Council adoption of the CIP. This section provides recommendations that the City may consider in the development and implementation of the CIP Marketing Strategy.

City Website and Social Media

The City should continue to maintain a dedicated CIP page on its website, which includes the CIP document, a summary of available grants, an overview of the benefits of a CIP, and success stories, along with City staff contact information. The City may use its existing social media platforms to announce the formal launch of the CIP and continue to share success stories as community improvement works are completed.

CIP Launch

The City should host a lively in-person CIP launch party with a virtual option, incorporating a social media presence, to promote the CIP and the available financial incentive programs. The CIP launch may also be promoted through local media sources.

Printed Materials

Consistent with the City's Branding Strategy, the City may develop publications using various mediums that provide an overview of the CIP and the available Financial Incentive Programs to be circulated, in hard copy and/or electronically, to all relevant property owners within the Community Improvement Project Area. Copies of the CIP document may be made available at City Hall, on the City's website, and at any other locations or distribution points considered appropriate by City staff.

Potential Meetings

Early in the implementation process, City staff and elected officials could offer targeted meetings with prospective applicants and presentations on the Financial Incentive Programs available through the CIP.

Shop Local Initiatives and Contests

To encourage economic activity in the City, the City should continue its "Shop Local" initiatives, both in Harbourtown Centre or on a City-wide scale, and programs like the Kool Kenora Summer Contest. Further initiatives may be developed by the City's Economic Development and Tourism Department.

Annual Reporting

The City may communicate the results of the Monitoring and Evaluation Program through the City's website. This can serve to remind potential applicants of the program, promote the achievements of this Plan, and highlight case studies and successful projects.

Showcase Success

The City should continue to identify, recognize, and celebrate successful projects, and ensure they are reflected in CIP promotional material. For example, the City should continue identifying buildings / properties that successfully completed community improvement works through the available Financial Incentive Programs with signs on the properties and profiles on the City's website, with permission from the CIP applicants / participants, as well as photo opportunities with City Council.

5.6 Monitoring and Evaluation Program



This CIP has been developed and designed to be flexible as a planning and economic development tool for the City of Kenora. It identifies opportunities and provides incentives for private sector investment, as well as for municipal initiatives, to redevelop and beautify properties and spaces across the City.

To ensure that this Plan achieves the desired results and remains current with respect to local and global market conditions, and to inform decision-making regarding the City's implementation budget, the uptake and success of the Financial Incentive Programs should be monitored, evaluated and, if necessary, revised on a regular basis.

The recommended monitoring and evaluation program for this CIP includes the following main steps:

Step 1: Application Data Selection

The CIP Administrators should maintain a record of all pre-application consultations related to potential submissions, even if the consultations do not result in a submitted application. In doing so, the Administrators shall have consideration for the confidentiality of any inquiries.

As applications are received, they should be listed by the Financial Incentive Program type in the inventory. In addition, comparable information regarding municipal leadership initiatives that are related to this Plan should be recorded as a separate category.

Carefully selected performance indicators will provide important information regarding the success of this Plan and its individual programs. For each Financial Incentive Program application received, the City should record and monitor, on an on-going basis, the:

- Date of the pre-application consultation meeting;

- Subject property's tax assessment prior to the project's approval;
- Total construction value of the project;
- Requested grant value, by program and in total;
- Details and purpose of the project, including the: number of new residential units being created; square footage of residential, commercial, or industrial space affected; number of trees to be planted; length of façade improved; etc., as may be appropriate;
- Appearance of the property prior to project initiation ("before" photos);
- Proposed concept plans for the property; and
- Relevant subjective information about the application (notably, whether the availability of CIP Financial Incentive Programs encouraged the applicant to undertake the project).

In addition, it is important to appropriately record and monitor sites where more than one application has been submitted according to the Financial Incentive Programs (e.g., where an applicant applies for a Façade Improvement Grant and a Signage Improvement Grant).

For unsuccessful applications, the City should monitor, on an on-going basis, the:

- Number of unsuccessful applications; and
- Reason(s) for the application's denial.

For each approved Financial Incentive Program application, the City should monitor, on an ongoing basis, the:

- Approved value of grant(s), in total and by program;
- Amount of private investment leveraged by the grant(s), representing the City's return on investment;
- Timing of completion of the project and payment of the grant(s);
- Property tax assessment after the completion of the project, if relevant; and
- Appearance of the completed project ("after" photos).

As an outcome of a decision on a Financial Incentive Program application, the City may survey the applicant to obtain feedback on the CIP process. Regarding each municipal leadership initiative, the City will monitor the progress of each project on an annual basis. This may require annual communication with each department or individual responsible for advancing the initiative.

This information should be recorded and monitored, as it will provide valuable information in the Monitoring and Evaluation Report that will be presented to Council on an annual basis.

Step 2: Prepare Annual Monitoring and Evaluation Report

The City should prepare an annual Monitoring and Evaluation Report that demonstrates the performance of the CIP to Council. The Report shall include the details of the information collected in Step 1.

In addition, the Report that shall also include, if necessary, recommendations regarding:

- Measures for avoiding any unintended outcomes of the CIP programs in the future;
- Funding of the Financial Incentive Programs for Council's consideration in budget deliberations or the funding or timing of any City-initiated projects recommended in this document, or others that are recommended or developed after the adoption of this Plan;
- Potential for revisions to the Community Improvement Project Area, which may be passed by by-law;
- Potential for revisions to the CIP Program Areas, which would require an amendment to the CIP;
- Consideration of amendments or adjustments to the Plan, as described in **Section 5.7** of this document; and
- Administration of the Plan.

Furthermore, the annual Report should include a review, summary, and analysis of potential funding opportunities from the federal and provincial governments or other sources. The Monitoring and Evaluation Report should be made available on the City's website for public review.

5.7 Amendments to the CIP

As redevelopment and revitalization is achieved in the City of Kenora over time and specific CIP goals may evolve, the City may deem it necessary to amend or adjust this Plan. It may also be necessary to address issues with specific Financial Incentive Programs, which may become evident as the programs are implemented. Grant values, as set out in this CIP, may need to be amended at the discretion of Council. This might be done on an annual basis or on a case-by-case basis, depending on the application.

Required adjustments to this Plan shall generally be identified through recommendations from the annual Monitoring and Evaluation Report, discussed in **Section 5.6**. This CIP permits adjustments; however, certain adjustments may require an amendment to this CIP, in accordance with Section 28(5) of the Planning Act. Planning Act requirements for a Statutory Public Meeting and related notice must also be met.

CIP Amendments

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

- Change to the Community Improvement Project Area (as illustrated in **Figure 1-2**);
 - This adjustment requires a by-law passed by Council.
- Changes to the CIP Program Areas where specific Financial Incentive Programs are available (as illustrated in **Figure 1-3** through **Figure 1-7**), including as resulting from any changes to property designations in the City's new Official Plan;
- Extension of the CIP beyond the intended 10-year planning horizon;
- Addition of a new Financial Incentive Program, or complete removal of a Financial Incentive Program;
- Changes to the CIP vision and/or goals;
- Changes to the types of eligible projects or addition of a new eligible project;
- Changes to eligibility criteria; and
- Changes to the value or calculation of grants.

CIP Adjustments

Minor administrative adjustments to the CIP may be permitted without an amendment. The following adjustments do not require an amendment under Section 28(5) of the Planning Act:

- Dissolution of the Community Improvement Project Area (as illustrated in **Figure 1-2**) (i.e., the Plan becomes inoperative);
 - Requires a by-law passed by Council, once Council is satisfied this Plan has been carried out.
- Changes to the amount of annual funding provided for Financial Incentive Programs (total or program specific);
- Changes to the funding or prioritization of municipal leadership initiatives;
- Discontinuation of funding for one or more Financial Incentive Programs; and



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- Delegation of administration / approval of the Financial Incentive Programs to a committee or an individual, or a return of the responsibilities to Council;
 - Delegation generally requires a by-law, subject to Section 23.1 of the Municipal Act.

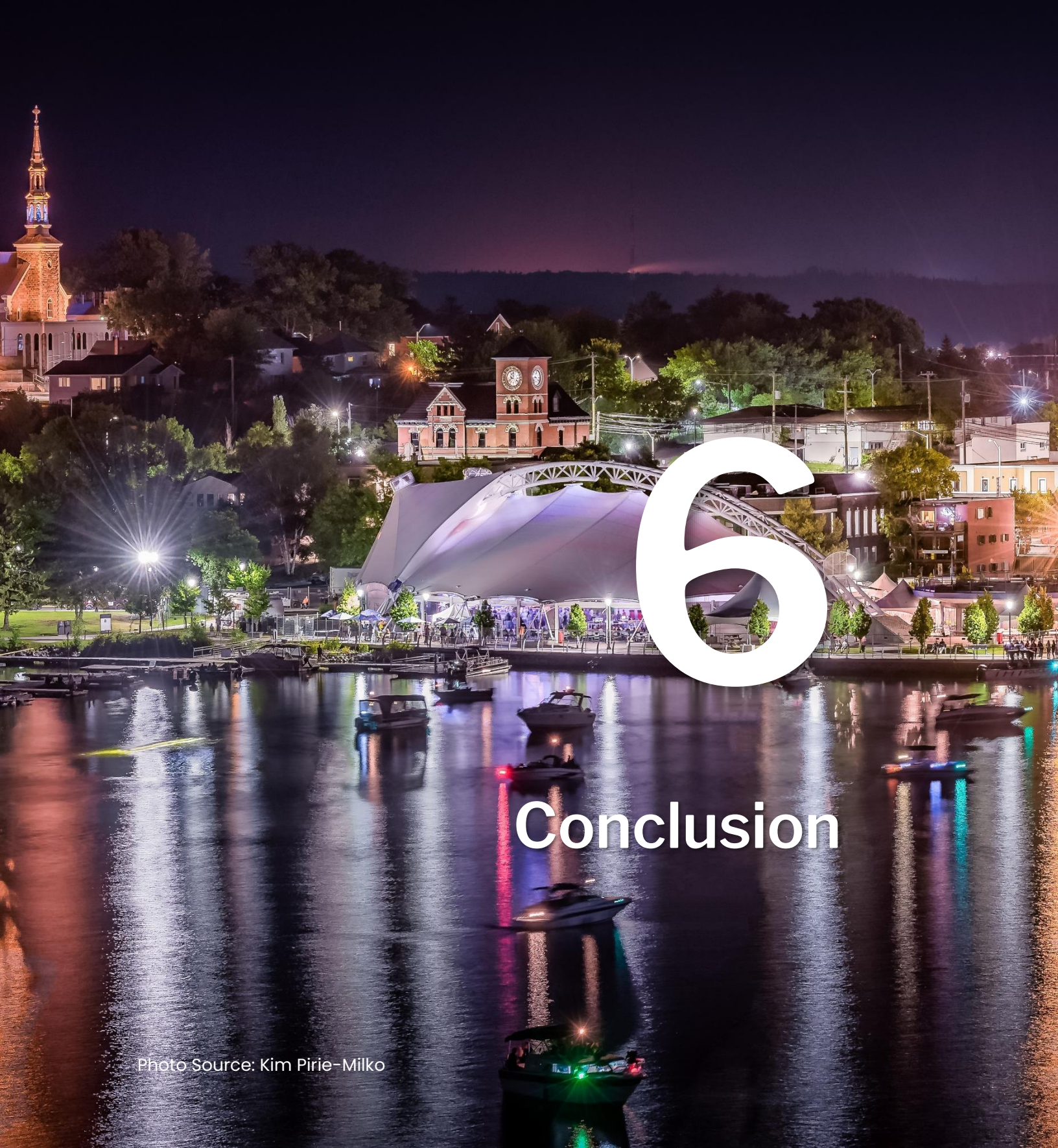


Photo Source: Kim Pirie-Milko

6

Conclusion

6.0 Conclusion

The City of Kenora Community Improvement Plan (CIP) is a strategic planning and economic development tool that will be implemented to achieve the following vision and associated goals:

The City of Kenora will foster a welcoming, safe, resilient, and vibrant community, through targeted improvements and incentives across the City that support housing, tourism, and business growth, and result in a high return on investment.

The development of this CIP was a collaborative effort between City of Kenora Staff and Council, with valued input from CIP Working Group comprised of members from Kenora's business community. Support for community revitalization, housing development, and economic prosperity in Kenora is at the heart of this Plan.

The municipal leadership strategies and Financial Incentives Programs set out in this Plan seek to position the City as a leader in community development, supporting vital existing businesses while helping to attract new business, investment, and housing growth in the City.

The Plan will remain in effect for 10 years. After five (5) years, Council may review the plan to evaluate its effectiveness and rate of uptake. The Plan's policies and programs have been designed with flexibility in mind, to be adaptable and to account for changes in the City's financial resources and priorities. The Plan may be adjusted or amended, as necessary to better respond to the City's needs and revitalization targets.

The Plan will require the continued dedication and effort of City Staff and Council to implement a dynamic marketing strategy, annual monitoring and reporting, review of program results, and adaptation to changing community conditions and priorities.

Most importantly, this Plan represents the City's commitment to the community and existing and future business owners and developers to encourage private investment opportunities. The City will position itself as a leader in undertaking community improvements, to ensure Kenora remains a hub in Northwestern Ontario and a vibrant place to live, work, visit, and grow.



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