



CITY OF KENORA

Harbourtown Centre Community Improvement Plan

FINAL

Council Adoption
March 14, 2017



NORTH AMERICA'S
Premier
BOATING DESTINATION



**COUNCIL ADOPTION
MARCH 14, 2017**

**CITY OF KENORA
HARBOURTOWN CENTRE
COMMUNITY IMPROVEMENT PLAN**

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CITY OF KENORA

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1.0 INTRODUCTION

The City of Kenora adopted a Community Improvement Plan (CIP) for Harbourtown Centre in July, 2012. MMM Group, a WSP company was retained by the City in December, 2016 to update the CIP. The purpose of this update is to add housing incentive grants, and include updated policy and regulatory changes since the CIP was originally adopted in 2012.

1.1 BASIS

The City of Kenora is a fully serviced community in the District of Kenora and is the largest urban municipality in Ontario west of Thunder Bay. The community initially developed in the late 1800's as a centre for forestry and mining activities, and as a recreational centre focused on the Lake of the Woods.

As the result of the closure of the City's main industry, the Abitibi Consolidated Ltd. paper mill, the City has undertaken a wide range of economic development initiatives. In 2004 the City commissioned the preparation of a Downtown Revitalization Plan (Hilderman Thomas Frank Cram 2004). This plan identifies significant improvements to the streetscape, roads, parklands and other public amenity space in the downtown core and waterfront area of Harbourtown Centre. The City has also been successful in obtaining grants from the Federal and Provincial Government to assist in financing these improvements.

With plans for the public spaces in the downtown well established, the City has now turned its attention to private lands. This Community Improvement Plan has been prepared with the intention of attracting and supporting the rehabilitation and revitalization of private lands and buildings in downtown Kenora. In order to provide financial incentives necessary encourage this private development, it is necessary for the City to prepare a Community Improvement Plan under Section 28 of the Planning Act RSO 1990, c.P. 13.

The Community Improvement Plan provides objectives for public and private property improvements and public works, and establishes financial incentives for property owners to encourage the revitalization and continued economic stability of the commercial core of the City. This area is known as the Harbourtown Centre area of the City.

This Community Improvement Plan is prepared in accordance with the requirements of Section 28 of the Planning Act RSO 1990, cP13, as amended, and implements the Community Improvement policies of the Official Plan for the City of Kenora.

1.2 WHAT IS A COMMUNITY IMPROVEMENT PLAN (CIP)?

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

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

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

CIPs can provide several benefits for a community:

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

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

2.0 PURPOSE

The purpose of this Community Improvement Plan is to establish a program for municipal financial incentives to encourage the rehabilitation and improvement to private lands and to coordinate public and private works in a manner that will make the most efficient use of public infrastructure. The intent of the plan is to target improvements to existing buildings and properties, and towards developments in Harbourtown Centre that have an affordable housing component.

2.1 AFFORDABLE HOUSING

Ensuring an appropriate housing stock fulfills a fundamental human need and represents a critical ingredient for community success. Providing access to adequate, suitable, and affordable housing is a solid foundation on which to build socially, culturally, and economically strong communities. The City of Kenora's Affordable Housing Report (2014) identified difficulties in the City accessing secure housing that is adequate and affordable, particularly seniors and young people entering the housing market.

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

- Provision of a foundation for securing employment;
- A boost in economic competitiveness;

- Provision of appropriate shelter conducive to raising families;
- Improvements in individual and public health outcomes; and
- Increased social inclusion.

A principal goal of the CIP is to increase the supply of affordable rental **and** ownership accommodation. In addition to benefiting current residents, providing housing units will also support the City's efforts to attract newcomers to Kenora.

3.0 COMMUNITY IMPROVEMENT AREA

The Harbourtown Centre Community Improvement Area is shown in **Figure 1**.

Figure 1 - Harbourtown Centre Community Improvement Area



4.0 OBJECTIVES

Throughout the entire Community Improvement Area the following objectives shall apply:

1. To encourage the continued vitality and economic viability of the commercial core;
2. To stimulate new investment in public and private lands;
3. To encourage consistency in urban design and signage while recognizing the importance of diversity and character of the existing built form;
4. To create an attractive image of the City that reflects the historic character and heritage of the community;
5. To reinforce the commercial core as a focus for the community, including commercial and residential uses;
6. To improve pedestrian and vehicular connections within the area;
7. To provide incentives for rehabilitation of the downtown core and Harbourfront as an attractive destination for shopping, dining and sightseeing; and
8. To provide a mix and range of housing types that shall meet the physical and financial needs of all current and future residents, in particular the aging population and new entrants to the housing market.

Figures 2 and 3 illustrate potential improvements to Harbourtown through implementation of this CIP's objectives and the incentive programs.



Figure 2 - Matheson Street South and 1st Street South now (top image) and after improvements funded in part by CIP grants (below).



Figure 3 - McClellan Avenue and Hennepin Lane now (top image) and after improvements funded in part by CIP grants (below).

5.0 COMMUNITY AND STAKEHOLDER ENGAGEMENT

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

6.0 REGULATORY POLICY FRAMEWORK

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

6.1 MUNICIPAL ACT, SECTION 106

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

Such prohibited actions include:

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

6.2 PLANNING ACT, SECTION 28

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

In order to create a Community Improvement Plan and allocate funds accordingly, a municipality must identify a community improvement project area. The Planning Act defines the community improvement project area as “a municipality or an area within a municipality, the community improvement of which in the opinion of the council is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason” (Section 28(1)). The area subject to a CIP must be established in the municipality’s Official Plan (Section 28(2)).

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

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

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

6.3 MUNICIPAL ACT, SECTION 365.1

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

6.4 PROVINCIAL POLICY STATEMENT, 2014

The Provincial Policy Statement (PPS), issued under Section 3 of the Planning Act, provides policy direction to ensure growth and development occurs in a sustainable manner respecting the Province's environmental, social, and economic resources. The Planning Act includes strong wording to ensure planning authorities' decision making "shall be consistent with" policy directions set forth within the PPS.

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

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

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

6.5 CITY OF KENORA WATERFRONT DEVELOPMENT GUIDELINES, 2009

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

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

6.6 GROWTH PLAN FOR NORTHERN ONTARIO, 2011

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

- Economic development;
- Infrastructure investment;
- Labour market; and
- Land use.

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

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

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

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

6.7 CITY OF KENORA ECONOMIC DEVELOPMENT PLAN, 2012

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

The primary goals of the Plan are to facilitate:

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

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

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

6.8 KENORA AFFORDABLE HOUSING REPORT, 2014

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

Figure 4 illustrates the range of housing types and tenures, and to which types "affordable housing" applies.

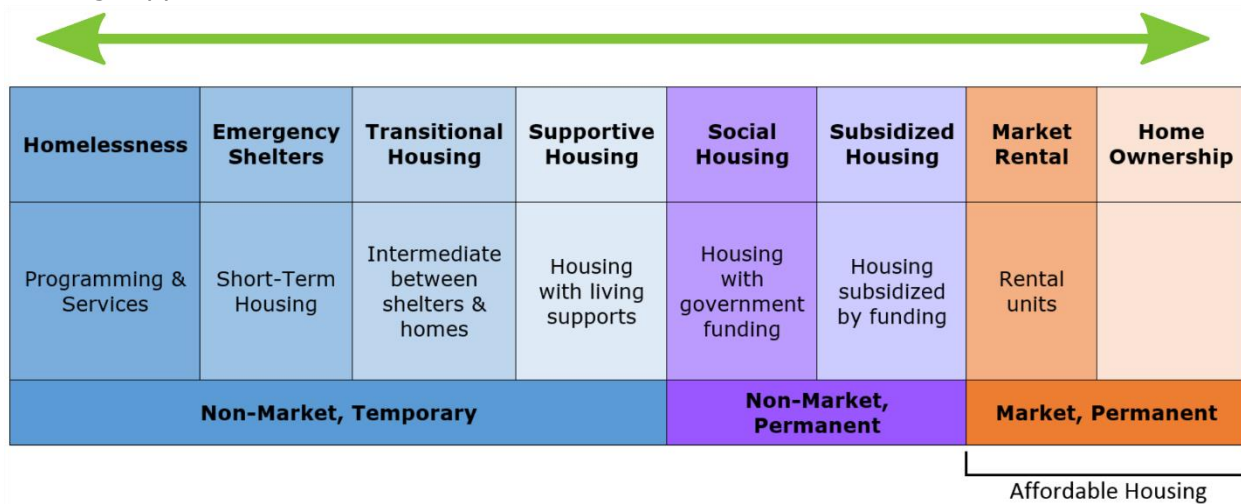


Figure 4: The Housing Continuum

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

The City's Affordable Housing Report identifies needs and provides a foundation for action. Affordable housing encompasses both home ownership and market rentals. In moving towards the ideal for housing affordability, for the purposes of the Harbourtown Centre Community Improvement Plan, the definition for affordable housing will be housing that costs 80% of average market price or below.¹ For home ownership, average market price calculations will be determined through analysis of the local real estate market for comparable units. For rental units, affordability will be defined "as having rents for the project that are at,

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

or below, 80% of CMHC Average Market Rent (AMR) at the time of occupancy.”² This definition parallels the Affordable Housing Initiative’s Rental Component funding formula which sets the guideline for building subsidization to developers. This market-based definition will encourage the development of an array of affordable housing options that will serve varying degrees of need.

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

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

6.9 KENORA TOURISM 5 YEAR STRATEGY, 2014

The Kenora Tourism 5 Year Strategy analyzes the current state of Kenora’s tourism industry (strengths, problems, opportunities, and threats), establishes a vision for the future, and outlines tactics the City may undertake to achieve the vision. Kenora already possesses a strong tourist base with visitors from Manitoba, Ontario, and the United States. However, the majority of tourism occurs during the summer and the Strategy envisions Kenora as a top four season destination. To achieve this vision, the Strategy comprises six high level tactics:

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

6.10 CITY OF KENORA MULTI-YEAR ACCESSIBILITY PLAN, 2014

The City of Kenora Multi-Year Accessibility Plan outlines the City’s strategy to identify, prevent and remove accessibility barriers, and meet its requirements under Integrated Accessibility Standards Regulation and the Accessibility for Ontarians with Disabilities Act (2005). The plan covers Information and Communications Standards, Employment Standards, Transportation

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

Standards, and Design of Public Spaces Standards (Accessibility Standards For the Built Environment). In addition, it establishes a compliance framework and a monitoring strategy.

6.11 CITY OF KENORA OFFICIAL PLAN, 2015

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

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

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

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

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

Principle 2 in Section 2.2.2 is that:

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

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

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

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

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

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

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

The implementing objectives include:

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

Principle 5 in Section 2.2.5 states that:

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

The implementing objectives include:

- to increase opportunities for training and post-secondary education institutions;
- to support the development of the heritage sector to meet visitor expectations by identifying and conserving cultural heritage resources, including heritage buildings and other structures, heritage areas, cultural heritage landscapes, archaeological sites, and other elements that defines or represents Kenora’s history, such as the murals; and
- to provide opportunities to enhance the Harbourtown Centre and the downtown as a destination for visitors by providing access to the water, and development standards that support more walkable and bikeable streetscapes and bike parking facilities.

Principle 6 in Section 2.2.6 encourages complete communities:

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

Implementing objectives include:

- to support the development of mixed-use neighbourhoods.

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

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

Implementing objectives for this Principle include:

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

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

The majority of the Community Improvement Area is designated Harbourtown Centre on the Official Plan Schedule A – Land Use Designations. It is the intent of this Plan that this area contains major concentrations of commerce, finance, tourism, entertainment, recreation, residential and business activities, and provides a dynamic commercial core, for the residents of and visitors to, the City of Kenora. **Figure 5** illustrates an extract from Official Plan Schedule A – Land Use Designations.

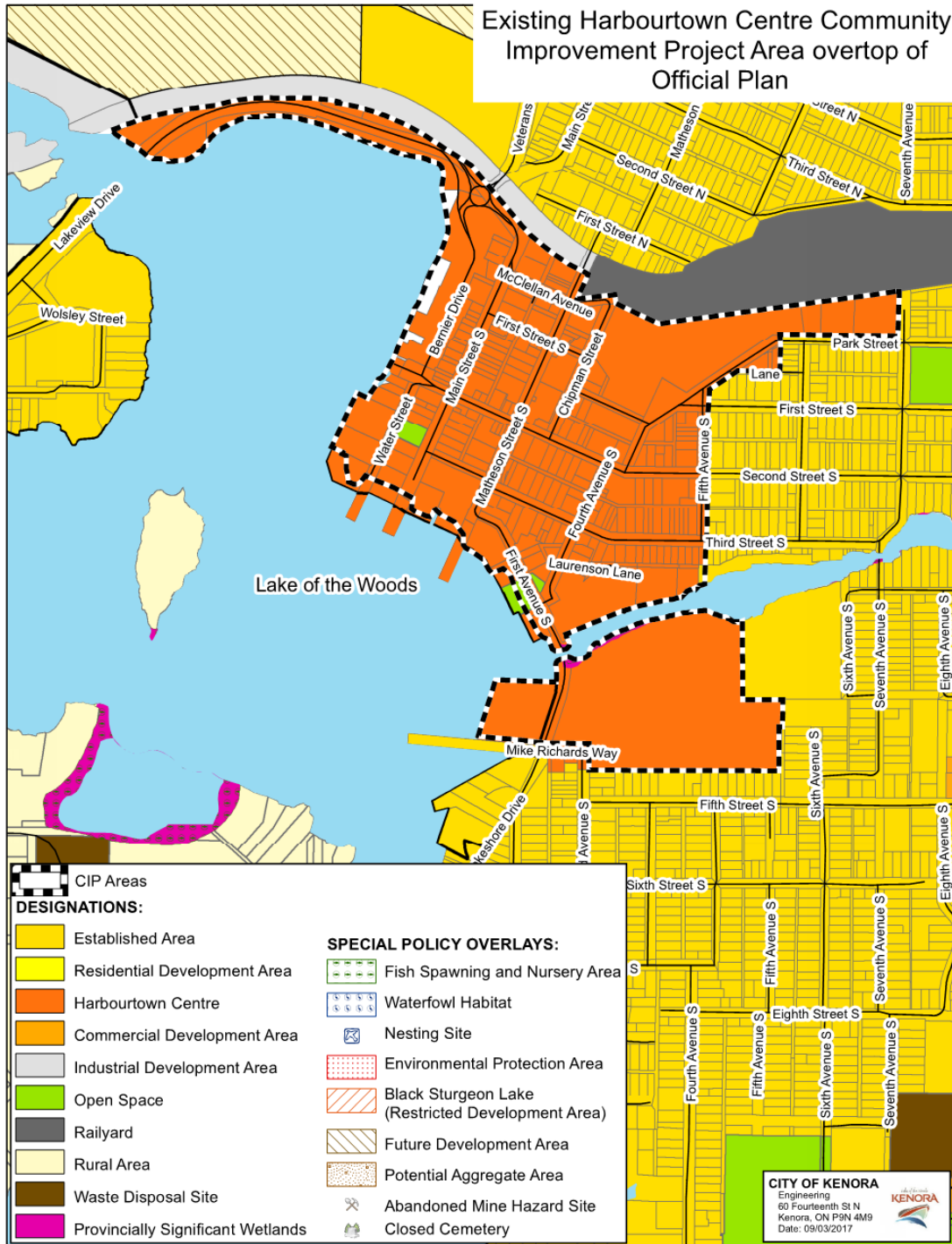


Figure 5: Extract from Official Plan Schedule A - Land Use Designations. The CIP Project Area is indicated by a dashed white border.

The Official Plan establishes the following objectives for the Harbourtown Centre area in Section 4.3.2:

- a) to recognize and support commercial activities and functions of the Harbourtown Centre area by providing a wide range of goods and services within the overall commercial land use hierarchy established by this Plan;
- b) to promote the Harbourtown Centre as a regional commercial, cultural, recreational, entertainment, business and tourism centre;
- c) to encourage the development of major office buildings, hotels, convention facilities, cultural and tourism uses and Government buildings that have a City-wide or regional significance;
- d) to promote the continued development and growth of the Harbourtown Centre as the primary office, business, cultural, entertainment, tourism and administrative area for the City of Kenora;
- e) to reinforce the Harbourtown Centre as a vibrant and vigorous commercial area offering a full, balanced and diversified commercial land use mix;
- f) to maintain the unique sense of place and human scale derived from the heritage streetscapes and pedestrian orientated characteristics of the Harbourtown Centre;
- g) to provide for ongoing integration of the Harbourtown Centre with the Lake of the Woods through ongoing waterfront improvements and linkages;
- h) to support and encourage the long term revitalization and strengthening of the Harbourtown Centre;
- i) to encourage growth in the residential component of the Harbourtown Centre and peripheral areas to support and reinforce the community focus of the area;
- j) to support the development of services and facilities in the Harbourtown Centre that may attract and support tourism;
- k) to ensure that the Harbourtown Centre continues to be adequately serviced by the public transit system; and
- l) to consider other planning studies that have been completed for the area, including the Downtown Revitalization Study, 2004, the Harbourtown Centre Community Improvement Plan, 2012, and the City of Kenora Waterfront Development Guidelines, 2009.

The Official Plan establishes the following policies for the Harbourtown Centre area in Section 4.3.3:

- a) adopt such special agreements as joint ventures with private enterprise for the acquisition and disposal of such land, the rehabilitation of buildings, the encouragement of the private assembly of land, the pooling of land ownership, and development of land;
- b) carry out special studies and monitoring programs;

- c) develop and implement policies and programs to facilitate discussion, negotiations and agreements involving both public agencies and private enterprise with respect to matters relevant to the Harbourtown Centre;
- d) carry out such public works programs as the creation of pedestrian linkages, sidewalk improvements, off-street transit terminals, implementation of streetscape themes and designs, installing street furniture and fixtures, landscaping and providing parking areas, including bicycle parking facilities;
- e) participate in such senior government programs as may be relevant to development, redevelopment, improvement and revitalization of the Harbourtown Centre;
- f) support co-operative ventures to improve the general attractiveness of public and private properties, particularly a plan regarding the development of a Harbourtown Centre theme, or project, which recognizes the historical importance of the area to integrate existing and new buildings both aesthetically and architecturally, and additional initiatives including:
 - o property security and safer streets
 - o marketing and promotion of the Harbourtown Centre
 - o parking and traffic flow; and
 - o signage.

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

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

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

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

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

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

6.12 CITY OF KENORA ZONING BY-LAW, 2015

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

General Commercial Zone (GC)

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

Residential – Second Density Zone (R2)

The R2 Zone allows for the development of single detached, semi-detached and duplex housing, and other compatible uses on municipal water and sewer services. Permitted uses also include bed and breakfast, group home, modular home, home occupation, home daycare, emergency shelter, secondary dwelling units, and community garden.

Institutional Zone (I)

The I Zone allows for the development of public and privately-owned facilities of an institutional or community service nature. Permitted uses include art gallery, cemetery, community centre, correctional facility, hospital, museum, office, place of assembly, place of worship, retirement home, school, and theatre.

Open Space Zone (OS)

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

Figure 6 illustrates an extract from Zoning By-law Schedule A.

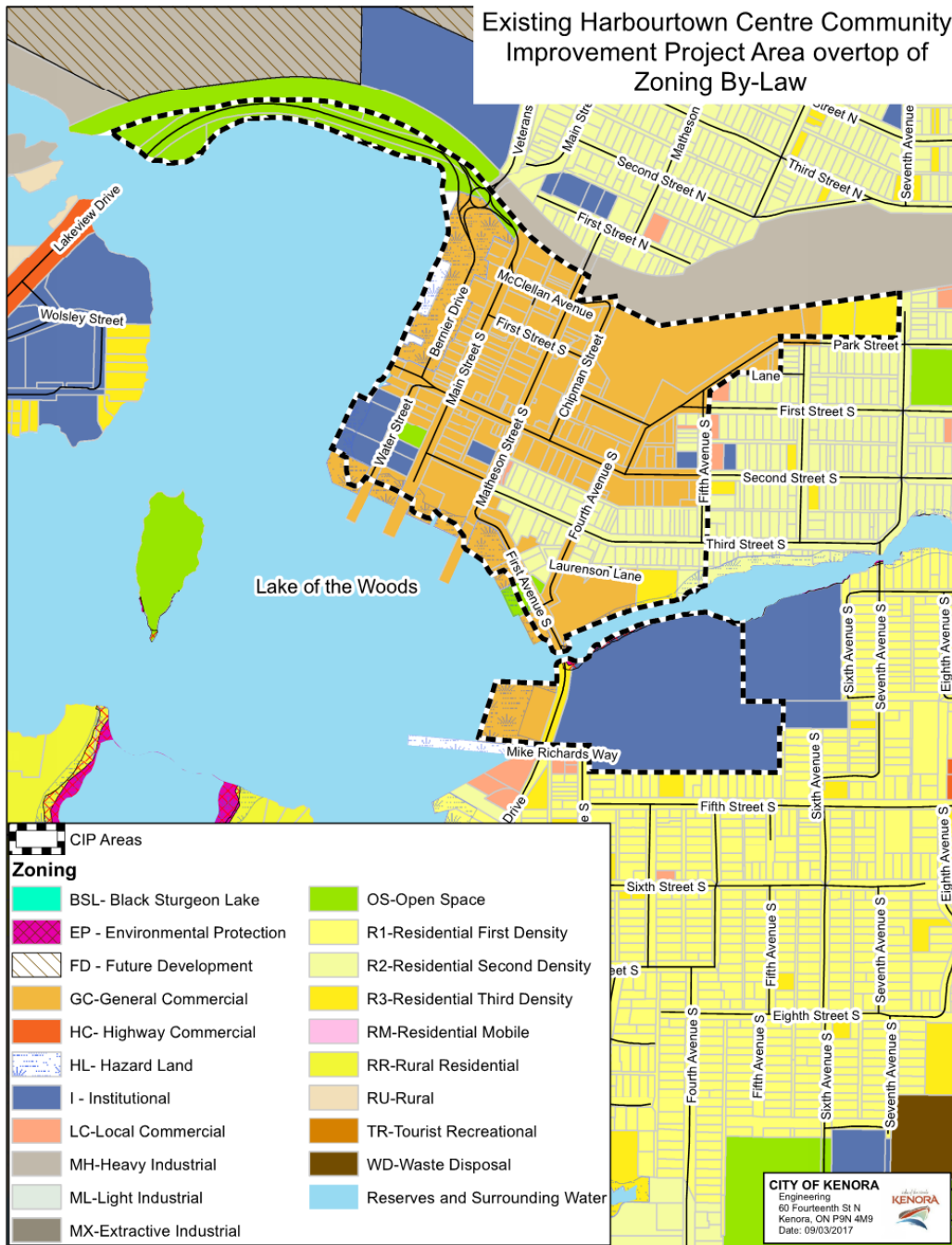


Figure 6: Extract from Zoning By-law Schedule.

6.13 KENORA COMMUNITY SAFETY AND WELL-BEING PLAN, 2015

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

6.14 CITY OF KENORA VISION 20/20 STRATEGIC PLAN, 2016

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

- Goal #1: Develop Our Economy
 - Action 1-3: The City will foster and support entrepreneurial business development for start-ups and young entrepreneurs.
 - Action 1-4: The City will promote Kenora to external investment audiences in specific sectors that provide the most promise for job growth and economic diversification.
 - Action 1-9: The City will promote and leverage its recreation and leisure amenities as a means to support local economic activity, tourism and to strengthen community ties with our regional neighbors.
- Goal #2: Strengthen Our Foundations
 - Action 2-4: The City will act as the catalyst for continuous improvements to the public realm.
 - Action 2-6: The City will support the development of a diverse range of housing types with an emphasis on affordable options for families, seniors and individuals in need of transitional and emergency housing.
 - Action 2-7: The City will encourage and support the development of vacant and transitional lands for uses that support our vision.
 - Action 2-9: The City will support continuous improvements to recreation and leisure amenities, particularly those that support the quality of life.
- Goal #3: Focus on Our People
 - Action 3-1: The City will review and implement as appropriate the recommendations as contained within the City's organizational review and approved by Council.
 - Action 3-2: The City will implement the directions and actions as outlined within the Human Resource Management (HRM) Strategy.
 - Action 3-3: The City will ensure that customer service excellence is understood and ingrained in the culture and fabric of our organization. The City will commit

to a citizen-first approach to maintaining relations with the public. (This will be delivered to all Staff across the organization)

- Action 3-4: The City will embrace the importance of empowering Staff to make decisions that consistently demonstrate our commitment to making prompt, efficient and courteous customer service to our residents.
- Action 3-6: The City will leverage the power of peer-to-peer knowledge transfer through mentoring to ensure the continuity of institutional skills and know-how.

6.15 KENORA BEACHES, PARKS AND TRAILS PLAN, 2016

The Kenora Beaches, Parks and Trails Plan (2016) was prepared in 2016 as an update to the 2010 Plan. The update considers the City's 2015 Official Plan, the City of Kenora Vision 20/20 Strategic Plan, and the City of Kenora 2014-2019 Accessibility Plan. The Project plans for upgrades to Anicinabe Park, Garrow Park, Coney Island Park, Beatty Park, Portage Bay Park, Keewatin Beach, Norman Park as well as improving the quality and connectivity of the trail system.

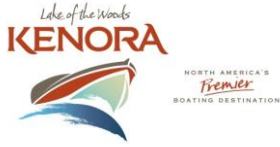
The Rat Portage Urban Trail, illustrated in **Figure 7**, passes through Harbourtown Centre, providing residents and visitors with access to Kenora's recreational trail network.



Figure 7 - Rat Portage Urban Trail

6.16 KENORA AGE-FRIENDLY STRATEGIC PLAN, 2016

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



6.17 2015-2016 LAKE OF THE WOODS DEVELOPMENT COMMISSION STRATEGIC PLAN

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

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

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

7.0 HARBOURTOWN CIP GRANT PROGRAMS

In order to implement the objectives identified in Section 4.0, the following incentive programs have been established and developed for private property owners and business owners in the CIP project area. This CIP contains eight potential grant programs. **Table 1** provides a summary of the CIP Grant Programs.

Table 1 - Summary of CIP Grant Programs

Grant Program	Summary Details
Planning and Design Grant	<p>A grant of 50% to a maximum of \$1,000 toward the cost of the preparation of architectural plans for building façade improvements.</p> <p>In addition, a grant of 50% to a maximum of \$1,000 toward the cost of the preparation of a site plan.</p>
Building Façade Improvement Grant	<p><u>Primary Grant</u></p> <p>A grant of 50% to a maximum of \$15,000 toward the costs to improve a building façade. Grants for buildings in excess of two stories would be structured to provide additional</p>

Grant Program	Summary Details
	<p>funding at a rate of \$1,000 per additional storey, once the grant exceeds the maximum \$15,000.</p> <p><u>Secondary Grant</u></p> <p>A grant of 50% to a maximum of \$5,000 toward the costs of improvements to each exterior side and rear of buildings. Where buildings exceed two stories, the grant may be increased by an additional \$1,000 per storey.</p>
Improved Signage Grant	A grant of 50% to a maximum of \$2,000 toward the cost of replacing an existing sign that does not comply with the sign design guidelines.
Landscaping and Property Improvement Grant	A grant of 50% to a maximum of \$15,000 of the costs for improving outdoor landscaping on private property.
Affordable Living Grant	A grant of 50% to a maximum of \$5,000 of eligible project costs for studies to support an affordable living development of 4 or more units
Seniors Housing Study Grant	A grant of 50% to a maximum of \$5,000 of eligible project costs for studies to support a new senior's housing development of 4 or more units
Accessibility Grant	A grant of 50% to a maximum of \$2,500 to assist property owners, tenants, or assignees to encourage the provision of accessibility to existing buildings
Residential Conversion and Intensification Grant	A grant of \$4,000 per new residential dwelling unit created, to a maximum of \$12,000.
Tax Increment-Based (or Equivalent)	Property tax break based on varying percentages over 5 years

7.1 PLANNING AND DESIGN GRANT

A grant of 50 per cent to a maximum of \$1,000 will be available toward the cost of the preparation of architectural plans for building façade improvements. The grant will be conditional on the architectural plans being approved by the City to ensure that the guidelines outlined in the Community Improvement Plan Background Report are implemented.

In addition, a grant of 50 per cent to a maximum of \$1,000 will be available toward the cost of the preparation of a site plan suitable for approval by the City in accordance with the Property Standards, Sign By-law, Design Guidelines and regular site plan requirements. Only commercial, mixed-use, institutional, industrial properties and Residential Third Density Zone (R3) zoned properties are eligible for this grant. For clarity, properties zoned Residential First Density Zone (R1) and Residential Second Density Zone (R2) are not eligible for this grant.

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

7.2 BUILDING FAÇADE IMPROVEMENT GRANT

Primary Grant

The City will provide a grant of 50 per cent (to a maximum of \$15,000) of the costs to assist commercial building owners to improve a building façade in accordance with the Downtown Revitalization Plan. Grants for buildings in excess of two stories would be structured to provide additional funding at a rate of \$1,000 per additional storey, once the grant exceeds the maximum \$15,000. The grant would include building materials, labour and professional fees.

Secondary Grant

Improvements to each exterior side and rear of buildings, where the building fronts onto a street and backs onto a lane will be eligible for a grant provided at 50 per cent (up to \$5,000) of the costs per exterior or rear building face. Where buildings exceed two stories, the grant may be increased by an additional \$1,000 per storey.

Grants would be paid upon completion of the work.

Only commercial, mixed-use, institutional, industrial properties and Residential Third Density Zone (R3) zoned properties are eligible for this grant. For clarity, properties zoned Residential First Density Zone (R1) and Residential Second Density Zone (R2) are not eligible for this grant.

7.3 IMPROVED SIGNAGE GRANT

A grant of 50 per cent (up to \$2,000) will be available toward the cost of replacing an existing sign that does not comply with the sign design guidelines outlined in this report. Grants would be paid upon completion and installation of the sign. Only commercial, mixed-use, institutional, industrial properties and Residential Third Density Zone (R3) zoned properties are eligible for this grant. For clarity, properties zoned Residential First Density Zone (R1) and Residential Second Density Zone (R2) are not eligible for this grant.

7.4 LANDSCAPING AND PROPERTY IMPROVEMENT GRANT

A grant of 50 per cent (up to a maximum of \$15,000) of the costs will be available for improving outdoor landscaping on private property in the Community Improvement Area. Grants shall be provided for the rehabilitation and/or construction of patios, gardens, trees & shrubs, walkways, park benches, bicycle racks, waste receptacles, fountains, retaining walls, fencing, outdoor lighting, accessibility structures and any other outdoor landscape related improvements. The grant will be payable upon completion of the works. Only commercial, mixed-use, institutional, industrial properties and Residential Third Density Zone (R3) zoned properties are eligible for this grant. For clarity, properties zoned Residential First Density Zone (R1) and Residential Second Density Zone (R2) are not eligible for this grant.

7.5 AFFORDABLE LIVING GRANT

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

The grant provides 50% to a maximum of \$5,000 of eligible project costs for studies to support an affordable living development of 4 or more units in the CIP area. Examples of studies could include Designated Substance and Hazardous Materials Surveys, architectural drawings including site plan/landscape drawings, and Business Plans.

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

7.6 SENIORS HOUSING STUDY GRANT

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

A grant of 50% to a maximum of \$5,000 of eligible project costs for studies to support a new senior's housing development of 4 or more units in the CIP area. Examples of studies could include Designated Substance and Hazardous Materials Surveys, architectural drawings including site plan/landscape drawings, and Business Plans.

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

7.7 ACCESSIBILITY GRANT

The purpose of the Accessibility Grant is to improve the accessibility to existing buildings in accordance with the Accessibility for Ontarians with Disabilities Act, 2005.

A grant of 50% to a maximum of \$2,500 is available to assist property owners, tenants, or assignees to encourage the provision of accessibility to existing buildings. Examples include customized portable ramps such as the one illustrated in **Figure 8**.



Figure 8 – Customized portable ramps are a simple method to improve accessibility

Property owners or businesses within the CIP project area are eligible to apply for funding to renovate existing buildings to make them accessible according to the Accessibility for Ontarians with Disabilities Act, 2005.

Only commercial, mixed-use, institutional, industrial properties and Residential Third Density Zone (R3) zoned properties are eligible for this grant. For clarity, properties zoned Residential First Density Zone (R1) and Residential Second Density Zone (R2) are not eligible for this grant.

7.8 RESIDENTIAL CONVERSION AND INTENSIFICATION GRANT

The Residential Conversion and Intensification grant is intended to encourage property owners to create new residential dwelling units within the Harbourtown Centre CIP project area through new development or through renovation or addition to an existing building.

The grant provides property owners up to \$4,000 per new residential dwelling unit created, to a maximum of \$12,000. The grant may be used for rental or ownership units. The City may require the application to submit impact studies such as Designated Substance and Hazardous Materials Surveys, traffic studies, sun/shadow studies, or other studies as determined by City Staff.

7.9 TAX INCREMENT-BASED (OR EQUIVALENT) PROGRAM

This financial tool allows municipalities to provide a grant equal to the full amount, or a portion of the amount of the property tax increase after the property is redeveloped, while not eroding the tax base.

The tax increment financing tool is enabled through Section 28 of the Planning Act. This Program allows the City to reduce any increases in tax revenues that result from new development in the CIP area. It is important to note that the total amount of the reduction will be limited to the amount that the taxes increase or in other words by the amount of the reassessment of the properties.

“Municipal taxes” under this Program refers only to the general portion of the total taxes paid, and will not include education taxes levied.

Note that the Tax Increment-based Program is budgeted separately from the general CIP budget.

Property owner(s) within the CIP project area are eligible to apply for funding under this program, subject to meeting the General Program Requirements and funding availability as approved City Council and the Minister of Finance, and the following requirements:

- a) Both the pre-construction and post-construction property assessment are established and certified;
- b) The cost of the environmental clean-up is identified and certified;
- c) The difference between the “pre-construction” taxes and “post-construction” taxes (municipal portion) is calculated and this difference will be the portion eligible for a full or partial tax increment based grant to off-set site assessment and remediation costs. This grant is available for a set time period set out in an agreement between the City and the land owner of five (5) years from the date of the Plan’s approval.
- d) As the project is built there is an increase in assessment and property tax revenues for that property.
- e) The landowner /tenant would pay a pre-determined percentage of the property taxes on an annual basis until year five of the Program. After five years, the property taxes must be paid in full or on an annual basis. The percentage of incremental municipal-incremental taxes the landowner/tenant will be expected to pay is as follows:

Year	Percentage
2017	0%
2018	20%
2019	40%
2020	60%
2021	80%
2022	100% (i.e. full taxes)

For example, if a landowner/tenant became eligible in 2019, then they would start at 0%, but only be eligible for the program until its completion at the end of 2021.

Note that applications under this program require the approval of both Council and the Minister of Finance.

7.10 APPLICATION AND PERMIT FEES GRANT PURPOSE

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

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

Requirements: Any property or business owner who undertakes redevelopment of lands and/or buildings in the CIP project area is eligible for this grant. The owner would be responsible for all mapping and registration costs for agreements and plans where applicable. All grants for planning application fees and building permit fees will be equal to 100% of the application fees paid by the applicant, to a maximum of \$5,000.

7.11 HERITAGE BUILDINGS

While this CIP does not contain any incentive programs for heritage buildings, Heritage Kenora will assist property owners seeking Federal and Provincial financial assistance to rehabilitate buildings that have been designated under the Ontario Heritage Act.

8.0 GRANT ELIGIBILITY REQUIREMENTS

- a) An application for any financial incentive program contained in this CIP must be submitted to the City prior to the commencement of any works to which the financial incentive program applies and prior to an application for a building permit;
- b) If the applicant is not the owner of the property, the applicant must provide written consent from the owner of the property to make the application;
- c) An application for any financial incentive program contained in this CIP must include plans, estimates, contracts, reports and other details, as required by the City, to satisfy the City with respect to project costs and conformity to this CIP, as well as all municipal by-laws, policies, procedures, standards and guidelines, including application Official Plan, Zoning By-law, and Site Plan requirements and approvals;
- d) City Staff will review applications and supporting materials for all CIP programs. Staff will evaluate applications against program eligibility requirements and approve applications and a recommendation to City Council or Council's designate. The application is subject to approval by City Council or Council's designate;
- e) As a condition of application approval, the applicant may be required to enter into an agreement with the City. The Agreement will specify the terms, duration, and default provisions of the incentive to be provided;
- f) Where other sources of government and/or non-profit organization funding (Federal, Provincial, etc.) that can be applied against the eligible costs are anticipated or have been secured, these must be declared as part of the application. Accordingly, the grant may be reduced on a pro-rated basis and in no case should the total grant amounts received exceed the eligible cost of the improvements to that property;
- g) The City reserves the right to audit the cost of any and all works that have been approved under any of the financial incentive programs, at the expense of the applicant;
- h) The City is not responsible for any costs incurred by an applicant in relation to any of the programs, including and without limitation, costs incurred in anticipation of a tax assistance and/or grant payment;
- i) If the applicant is in default of any of the general or program specific requirements, or any other requirements of the City, the City may delay, reduce or cancel the approved tax assistance and/or grant payment and require repayment of the approved tax assistance and/or grant;

- j) The City may discontinue any of the programs contained in this CIP at any time, but applicants with approved tax assistance and/or grant payments will still receive said payment, subject to meeting the general and program specific requirements;
- k) City staff, officials, and/or agents of the City may inspect any property that is the subject of an application for any of the financial incentive programs offered by the City;
- l) Eligible applicants can apply for one, more, or all of the incentive programs contained in this CIP, but no two programs may be used to pay for the same eligible cost. Also, the total of all tax assistance and grants provided in respect of the subject property for which an applicant is making application under the programs contained in this CIP shall not exceed the eligible cost of the improvements to that property;
- m) The City can consider initiating one or all of the programs retroactively;
- n) The subject property shall not be in arrears of any municipal taxes, area rates or other charges;
- o) All expenses that are eligible for the incentive programs contained herein must be paid in full and the amount of the incentive will be reimbursed as a grant to the applicant. Grants will only be paid out when the work has been completed and paid invoices are submitted to the City;
- p) Outstanding work orders from the City's Fire Department must be addressed prior to grant approval;
- q) Generally the payments of grants will occur once the work has been completed as outlined in the agreement to the satisfaction of City Staff;
- r) The subject property must be located in the CIP Project Area;
- s) Applications for financial incentives shall be in accordance with the eligibility criteria indicated for each individual incentive program (Section 7.0) as well as the general policies and requirements for submitting applications as outlined in Section 11.0 of this Plan; and,
- t) Grants will be available to each assessed property on the basis of one (1) facade improvement project, and, one (1) landscape project only, regardless of change of ownership. Grant will be available to Business owners on the basis of one (1) signage projects per business.

9.0 STAGING OF COMMUNITY IMPROVEMENTS

- 9.1 All of the grant programs outlined in Section 7.0 shall be available to property and /or business owners in the Harbourtown Centre, immediately upon approval of this Plan subject to the requirements of the Planning Act and the requirements of each grant program. Grants cannot be sought for work undertaken prior to Council approval of the CIP.
- 9.2 Council may, by resolution, direct the Committee to give priorities to specific grant programs based on limits to available funding.
- 9.3 Development in the Community Improvement Area should generally be staged so that improvements to infrastructure and private lands occur in a comprehensive manner. Major investments in lands and buildings should not be undertaken until public infrastructure works are under way or completed to the satisfaction of the City in consultation with the property owners.

Property owners should coordinate a private works in the Harbourtown Centre area on a comprehensive basis. Façade improvement and signage grants for this area under sections 7.2 and 7.3 of the Community Improvement Plan will be available for this purpose immediately upon approval of this Plan by Council. When considering applications for financial assistance, the City shall give preferential consideration to applications that are within the areas where concurrent municipal public realm improvements are being undertaken.

Applications for financial incentives for single buildings or businesses will be considered in the context of the proposed improvements impact on a coordinated rehabilitation plan for the entire area.

10.0 PUBLIC WORKS AND PARTNERSHIPS

These are not CIP incentive programs but are intended to augment the grants and loan program under Section 28.

In conjunction with the incentives and to augment the CIP grants (and loan) program for encouraging private rehabilitation and improvements, the City will participate in the improvements to public lands and facilities, further described as follows:

10.1 STREET LIGHTING

The City will strive to complete the installation of heritage streetlights throughout in the Community Improvement Area. The lighting shall be consistent with the existing lighting design as set out in the Downtown Revitalization Detailed Designs, and will be designed to provide a level of lighting in the commercial core that will provide for a safe and attractive environment for pedestrians and vehicular traffic.

10.2 STREETScape IMPROVEMENTS

The City will make all reasonable efforts complete the installation of new street trees, tree planters, bicycle stands and garden/flower beds throughout the Community Improvement Area. The streetscaping shall be consistent with the concept designs as set out in the Downtown Revitalization Plan, and detailed design drawings.

The BIZ will be asked to assist the City in the provision of street furniture, benches and garbage receptacles. The BIZ will also be asked to co-ordinate the placement and maintenance hanging flower baskets by participating business owners.

10.3 WAYFINDING SIGNAGE

New wayfinding signage will be provided in the Community Improvement Area. These signs will use a historic theme and larger letters to assist people who are unfamiliar with the City. Sign kiosks, and sign standards, in the downtown area will direct visitors to various local attractions.

10.4 PUBLIC LANDSCAPING, LANEWAY AND PARKING IMPROVEMENTS

Parking and traffic movements in the downtown have been enhanced by the improvements to the intersection at the CP Rail subway, and the Municipal parking area south of the municipal offices.

11.0 IMPLEMENTATION

11.1 ADMINISTRATION

This Community Improvement Plan will be administered by the City of Kenora as part of the implementation of the Community Improvement Policies of the City's Official Plan.

11.2 APPLICATION PROCESS

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

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

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

Application submission materials will generally include a detailed work plan and estimated costs to complete the eligible work. However, at the discretion of City Staff, additional submission materials may be required to assist in the review of the application. Applications that are determined to meet the objectives of the CIP will be recommended for approval by City Staff. A recommending report will be prepared by City Staff and submitted to the Council's designate for review and approval. Funding for the CIP grant programs and individual grant applications is allocated solely at Council's discretion. Upon approval an agreement will be enacted between the City and the applicant outlining the nature of the works to be completed and the details of the financial incentive and timeframe. Generally the payments of grants will occur once the work has been completed as outlined in the agreement to the satisfaction of City Staff. **Figure 9** illustrates the administrative steps involved in accessing the CIP program

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

Figure 9 - Application Process

11.3 FINANCING OF IMPROVEMENTS

Council will establish an annual budget for grants related to Community Improvement projects. Funds will be allocated to public works as well as incentive programs. The Heritage Committee will be appointed by, and accountable to, Council to implement the Community Improvement Plan Façade Improvement Program/Signage Program, and will be responsible for reviewing and approving applications and allocating funds based on area priorities in accordance with this Plan.

11.4 URBAN DESIGN STANDARDS

New construction and renovation of existing structures should be consistent with Section 3.4.1 – Urban Design Principles of the City’s Official Plan and the City’s Kenora Downtown Architecture Guidelines (2008), as amended.

11.5 SIGN BY-LAW

The City will update the Sign By-law, to reflect this Community Improvement Plan.

11.6 MARKETING STRATEGY

Communicating this CIP is fundamental to a Marketing Strategy that is targeted to investors and business owners both locally and further afield. The Marketing Strategy could be prepared by the City immediately following Council adoption of this CIP. The following paragraphs provide some suggestions or ideas that the City may wish to consider in the development of the CIP Marketing Strategy.

City’s Website + Social Media

The City may prepare a short video, highlighting the key features of the City, such as its strategic location, natural environment, key services, etc., followed by an explanation of the CIP, the vision, and the financial incentive programs that are available for private sector reinvestment. This video could be linked to other partner websites, such as the Chamber of Commerce, and through social media feeds such as Facebook, Twitter and YouTube.

Printed Material

Newsletters and/or brochures that provide an overview of this CIP and the incentive programs that are available may be developed by the City and be circulated to all property owners and tenants within the designated Community Improvement Project Area. Brochures and newsletters may also be displayed and provided by the City at its municipal office, on the City’s website, Chamber of Commerce, and at any other locations as deemed appropriate by City staff.

Annual Reporting

The results of the Monitoring and Evaluation Program could be communicated through newsletters and information sheets to promote the achievements of this Plan and to highlight case studies.

Launch Party

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

Stakeholder Meetings

The City staff and elected may wish to offer meetings and presentations to stakeholders on the available programs through the CIP.

Celebrate Success

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

11.7 MONITORING AND REVIEW

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

11.8 AMENDMENTS TO THE CIP

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

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

- Change to the Community Improvement Project Area;
 - This requires a by-law passed by Council.
- Extension of the Plan beyond the intended 10 year planning horizon;

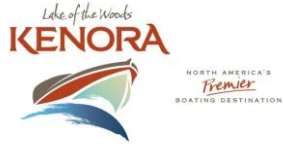
- Addition of a new financial incentive program or complete removal of a financial incentive program;
- Changes to the types of eligible projects or addition of a new eligible project;
- Changes to eligibility criteria; and
- Changes to value or calculation of grant.

Minor administrative changes may be permitted without an amendment.

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

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

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

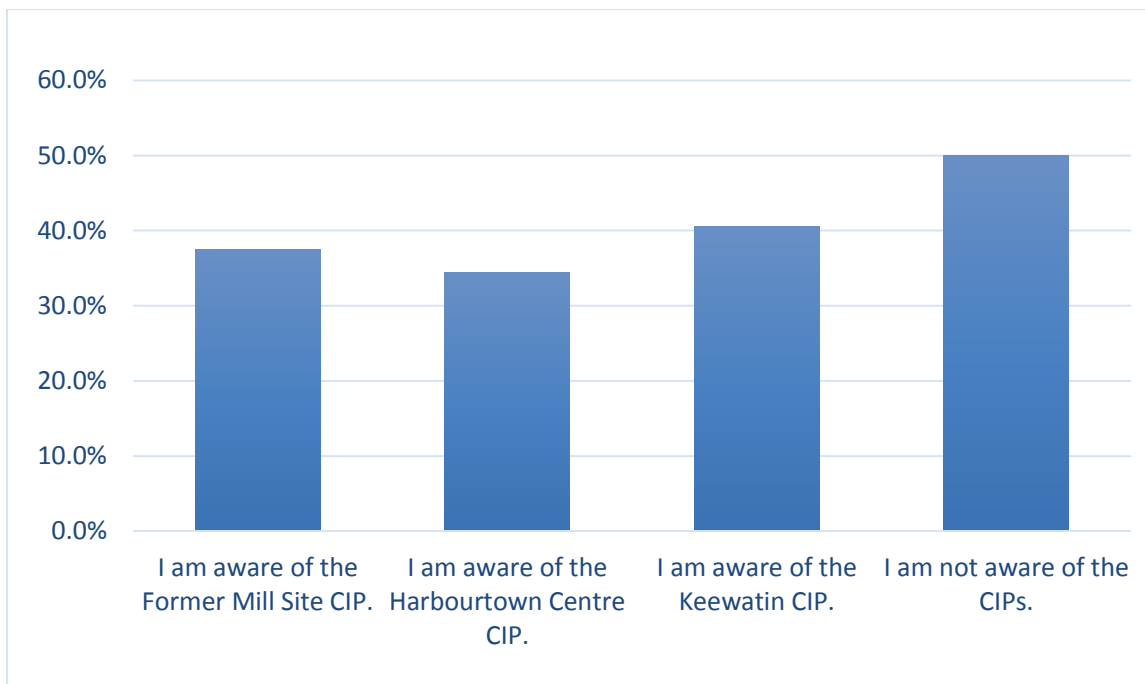


APPENDIX A
2017 COMMUNITY ENGAGEMENT

Appendix A: 2017 Community Engagement

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

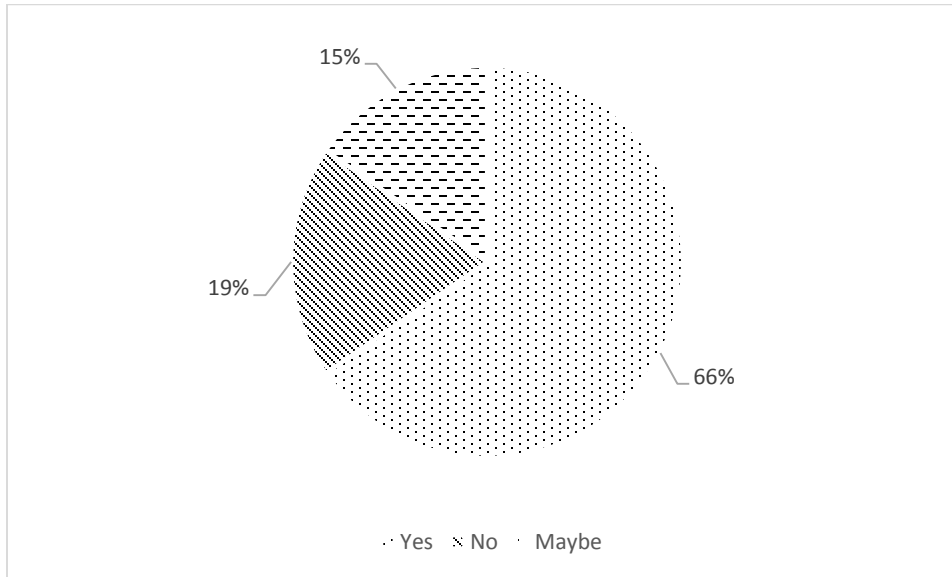
Q1: Are you aware of the City’s Community Improvement Programs (CIP)? The City currently has three CIPs: the Former Mill Site CIP (2011), the Harbourtown Centre CIP (2012), and the Keewatin CIP (2015).



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

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

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



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

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

Average: 19 years

Median: 8 years

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

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

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

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

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

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

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

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

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

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

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

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

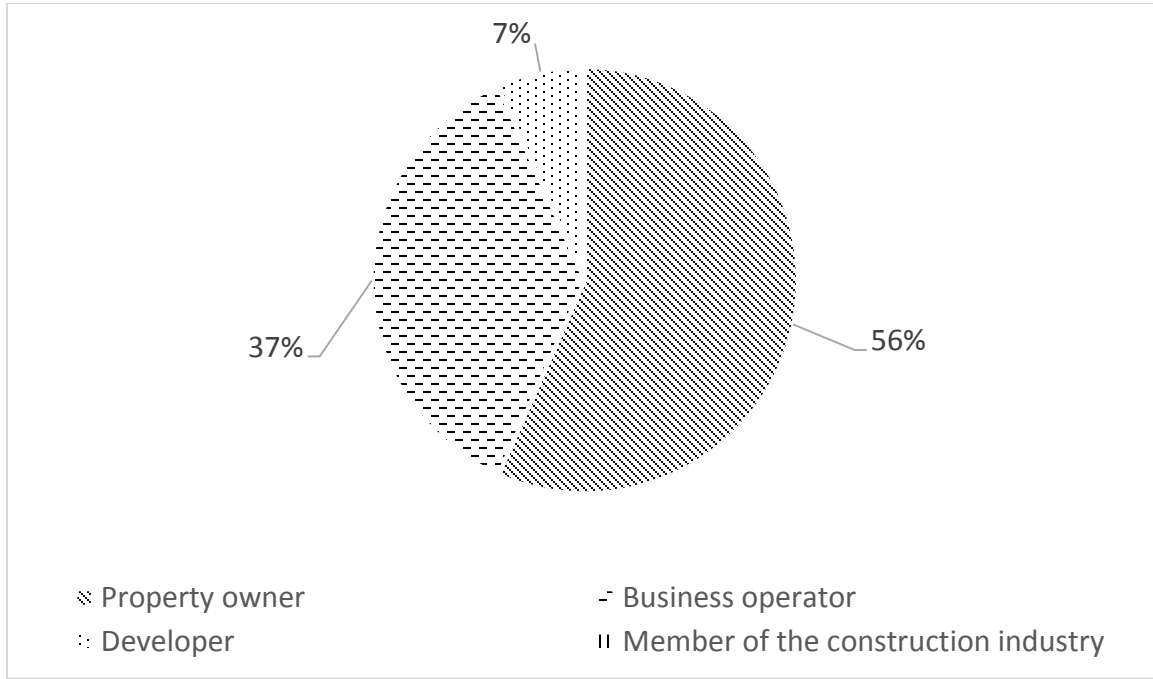
Q11: What are the key opportunities for housing development in Kenora?

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

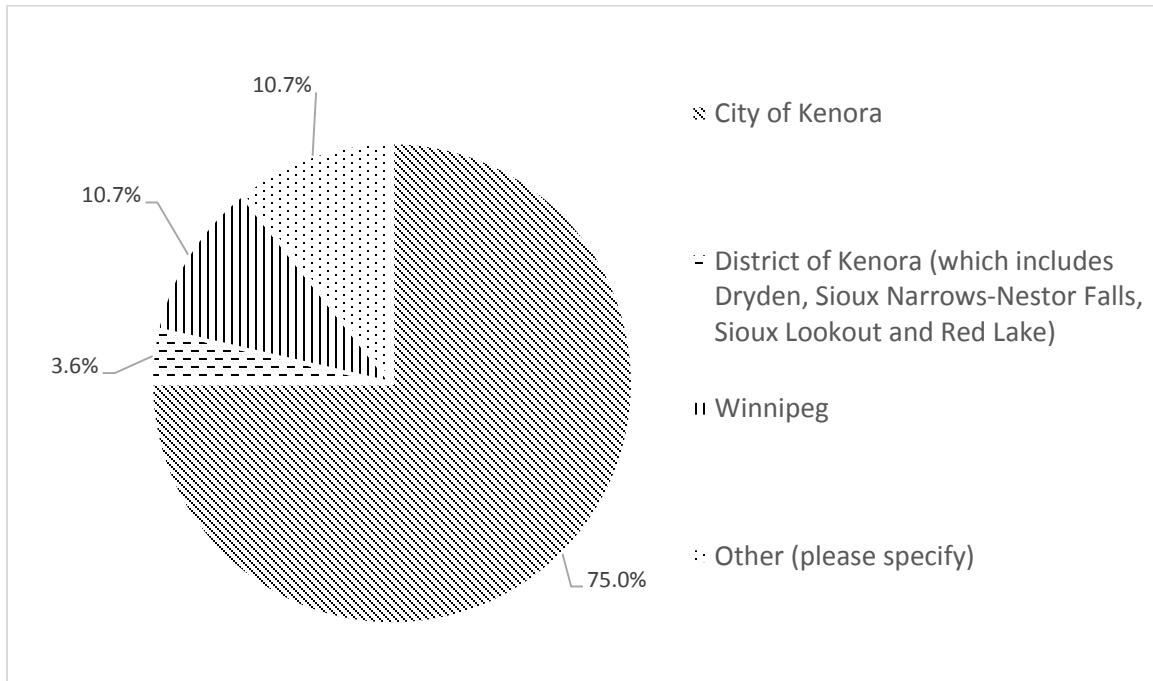
Q12: What kind of incentives do you think the City could offer to capitalize on the opportunities identified in Question 11?

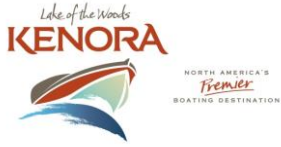
Some respondents expressed a desire for **expanded financial housing incentives** including tax incentives and cash contributions per unit. Other suggestions included **reductions or rebates for servicing or permits**.

Q13: Respondent demographics



Q14: Head office location





Harbourtown Centre Community Improvement Plan

Three respondents selected "Other":

- Toronto (2)
- Chatham, ON