



HARBOURFRONT BUSINESS DEVELOPMENT PLAN

DECEMBER 2019

prepared by:





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prepared by:

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This plan presents concepts brought about through extensive community engagement. The ideas presented herein are by and for the people of Kenora and District.

The Project Team wishes to acknowledge the City of Kenora, Indigenous communities, and Downtown business owners for their contributions to this plan.

The team recognizes that Kenora sits within Treaty 3 land, the traditional territory of the Anishinaabe and homeland of the Métis peoples. Miigwech. Marsi. Thank you.

December 4, 2019

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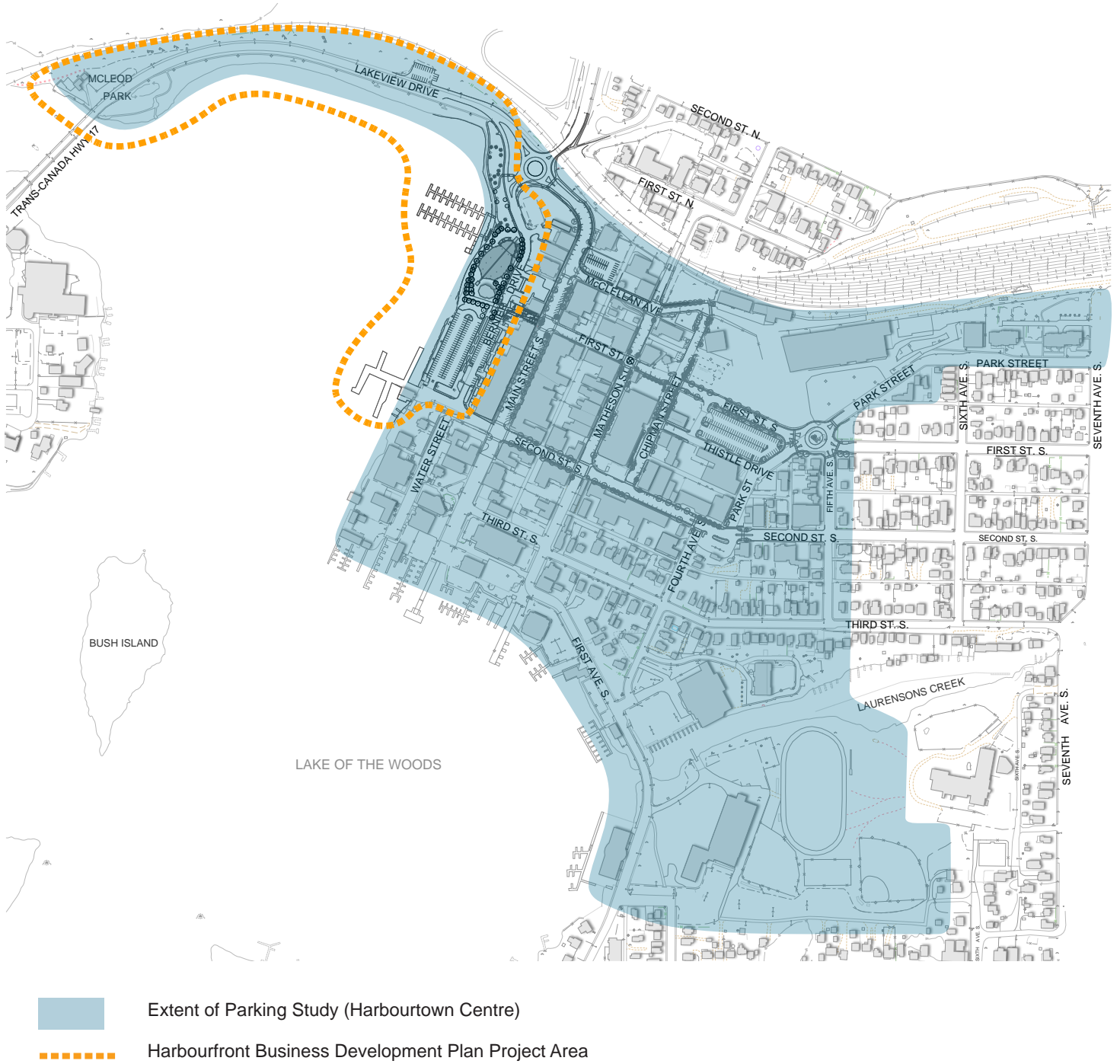
APPENDICES

Appendix A: *Kenora Harbourfront and Vicinity Parking Utilization Study*

Appendix B: Meeting Notes

Appendix C: Budget Breakdown

Figure 1. Study Area





1.1 INTRODUCTION

The City of Kenora Strategic Plan: 2015 to 2020 identifies a number of key priorities including that:

- The City will provide clear and decisive leadership on all matters of economic growth in Kenora and the surrounding district;
- The City will act as the catalyst for continuous improvements to the public realm.

In 2016, there were two initiatives that led to the development of the Harbourfront Business Development Plan. Firstly, the City of Kenora undertook a project to commission drawings for the redevelopment of the intersection of Bernier Drive, Water Street and Second Street South. During deliberations regarding implementation of the capital phase, City Council determined it a priority to re-examine the Harbourfront as a whole, beyond the scope of the intersection. In addition, the City of Kenora purchased a key property in the downtown core adjacent to the Kenora Shoppers Mall in 2016. This property is currently being used as parking. It is the catalyst for this planning project in that the City is in a position to examine the possibility to move a portion of parking from the waterfront towards the mall and other locations, and redevelop the Harbourfront area for business and tourism activities.

The aim of this project was to develop a Master Plan for Harbourfront that:

- Identifies business opportunities;
- Examines improvements to the public realm;
- Examines current parking inventory and analysis; and
- Considers the lake as a natural resource.

1.2 STUDY AREA

The study area focussed on the Harbourfront area, defined as the South Parking Lot to McLeod Park. The parking study that was included in this project focussed on Harbourtown Centre. See Figure 1

For clarity, throughout this report the former will be referred to as “Harbourfront” and the latter as “Downtown.”

1.3 PROJECT TEAM

The Project Team, led by HTFC Planning & Design, was composed of seven professionals whose areas of expertise ensured this project benefited from maximum collaboration, creativity and technical ability:

- Constantina Douvris, Senior Associate (HTFC) - Project Lead;
- Mark Bauche, Associate (HTFC);
- Bob Kurylko, Transportation Engineer (Stantec Consulting);
- Warren Thompson, Business Case Analyst (Stantec Consulting);
- Jeff Frank, Senior Advisor (HTFC);
- Adam Kroeker, Community Planner (HTFC);
- Shawn Bailey, Architect.

The team worked closely with City of Kenora Economic Development Officer, Megan Dokuchie, and other City staff to ensure the goals of the project were met and tested by pertinent technical staff.

A Steering Committee was formed of Harbourfront stakeholders to ensure good representation of the larger community. Members included City of Kenora departments, City Council, Kenora and District Chamber of Commerce, Harbourtown BIZ, Bernier Drive business owners, River Air, MS Kenora, Lake of the Woods Development Commission, Lake of the Woods Business Incentive Corporation, and Lake of the Woods District Stewardship Association. Members of the Métis Nation of Ontario and Treaty 3 were also invited to participate.*

The Steering Committee was involved throughout the process, providing ideas and feedback on concept plans.

1.4 PROCESS

The Project Team followed a work plan that divided the process of generating a business development plan for Kenora's Harbourfront into four stages:

1. Understanding Existing Conditions and Setting Common Goals
2. Exploring Ideas
3. Developing A Preferred Plan and a Robust Business Case To Support It
4. Building Support For the Preferred Plan and Adopting It

Each stage included research, ideating, viability testing, consultation and review mechanisms with embedded stakeholder engagement that helped ensure that the process was community-driven and that the resulting plan would serve the citizens of Kenora, as well as the wider region, seasonal residents, and tourists.

The following chapter further explores this work plan and the findings that led to the Harbourfront Master Plan.

* Métis Nation of Ontario and First Nations were engaged in a separate process. See Section 2.3.

2.1 STAKEHOLDER WORKSHOPS



The Project Team led a workshop in October 2018 to gather ideas regarding what elements would make for a great waterfront in Kenora, as well as to identify the goals for the project. Prior to the workshop, Steering Committee members provided feedback through an online survey, which served as a starting point for a Strengths, Weaknesses, Opportunities, Threats (SWOT) session to help guide the direction of the plan.

The Project Team then took the data gathered at this workshop to develop three concept plans, which were shared with the Steering Committee for comment through online surveys and email feedback. A second workshop was held in September 2019 to develop a preferred plan based on the three concepts presented. Participants formed groups and drew on plans to advance ideas and find commonality through a charrette process.

These drawings were used to develop a preferred plan that was finally shared in an Open House on November 5, 2019, where the public could provide feedback and further amend the plan. The final Harbourfront Business Development Plan is the sum of all of the engagement that is described in brief in this chapter.

2.1.1 WHAT WE HEARD

A vast majority of participants expressed that there was a lack of activity in the winter time and identified the need for year-round programming at Harbourfront. There was also strong support for strengthening the connections between Harbourfront and the rest of Downtown, as well as to Tunnel Island and Laurenson's Creek.

Other key desires were lake stewardship, public safety, inclusivity, celebration of Indigenous culture, and additional amenities for people of all ages such as play elements, seating, public washrooms, and the creation and incentivization of opportunities for new and existing businesses.

Understandably parking, both on land and water, was a topic of concern to stakeholders. It was widely agreed that the land occupied by the South Parking Lot must be put to better use more fitting for a waterfront, but that there is a strong desire to ensure that parking capacity be a part of the master plan of the Downtown.

2.2 GOALS

Through the workshop process, nine goals were identified for development at Harbourfront. The Project Team used these goals to inform the master planning process, serving as a report card for measuring the design's adherence, and ensuring that the plan was meeting the needs of the community. These goals should be used to test each project as it moves forward from inception to completion.

1. FOUR SEASON DESTINATION

Create a nationally award-winning four season waterfront attraction. It should become a central destination, a cultural hub with an enhanced greenbelt, featuring kiosks, seating, art, recreational elements, and docking for both large and small boats. It should be a comfortable destination for both locals and tourists.

2. CONNECTIVITY

Connect people and places through the greater use of pedestrian pathways, sidewalks, and boardwalk, new bike trails and bike lanes, increased and expanded summer shuttle service by ground and water travel, and improved signage. Connect to Downtown shopping, Tunnel Island, Laurenson's Creek, Museum, and new Art Gallery.

3. SUSTAINABILITY

Establish a local legacy of social, economic, and environmental sustainability. Create a commercial and residential (mixed use) development on Harbourfront that helps sustain business and encourages health and wellness through eco-friendly growth.

4. EMBRACING ANISHINAABE & MÉTIS CULTURE

Provide Indigenous interpretive spaces with learning opportunities integrated into all of Harbourfront. Identify this as Treaty 3 land while celebrating the culture and illustrating the history of Indigenous peoples.

5. SAFETY & SECURITY

Change the perception and reality of safety concerns by increasing the use of Harbourfront and providing surveillance.

6. OPPORTUNITIES FOR BUSINESS

Expand commercial opportunities through the introduction of new businesses. Provide incentives for enterprises and entrepreneurs (food trucks, culture, arts, retail, etc.). Aim for complete occupancy of the Harbourfront commercial spaces on Bernier Drive.

7. INCLUSIVITY

Create an active and lively Harbourfront that is inclusive and accessible to all ages, all demographics, all cultures, and for locals as well as tourists.

8. PROGRAMMING

Become a festival destination with activities, events, and gatherings that occur during the day and into the evening and night all year round. Collaborate with local arts and cultural institutions and groups to bring more activity to Harbourfront.

9. A PLACE FOR LEARNING

Integrate learning opportunities into play spaces, family areas, and public spaces that describe land, water, and Indigenous culture. Become a best-practice case study for what communities can do.

2.3 INDIGENOUS ENGAGEMENT

The identification of *Embracing Anishinaabe and Métis Culture* as a major goal of development led to an expanded need for deeper and ongoing discussions with Indigenous communities at all stages of the project. The Project Team engaged in several meetings with Indigenous organizations, including the Kenora Métis Council, and the three First Nations in the region: Niisaachewan Anishinaabe Nation (formerly Ochiichagwe’Babigo’Ining Ojibway Nation), Wauzhushk Onigum Nation, and Obashkaandagaang First Nation.

2.3.1 ROUNDTABLE DISCUSSION

In November of 2018 the Project Team and City of Kenora invited representatives of Indigenous organizations to participate in an open discussion about development at Harbourfront. Present at the discussion were representatives from Treaty 3 Youth Council, Métis Nation of Ontario, Ne-chee Friendship Centre, Shooniyaa Wa-Biitong, and Waasegiizhig Nanaandawe’iyewigamig Health Access Centre among others.

Ideas for creating spaces that celebrate Indigenous culture were discussed and noted. The main takeaway from the discussion was that direct and ongoing consultation with the communities and Elders was a necessary step in the master planning process. Meetings with each of the four groups were subsequently arranged.

2.3.2 COMMUNITY AND ELDER ENGAGEMENT

In March of 2019, the Project Team met with local First Nations and Métis communities and Elders to discuss the desired elements of a successful Harbourfront plan, opportunities for inclusion of Indigenous communities, and potential partnerships and projects that could contribute to that success.

Key points included:

- The history of the region’s Indigenous peoples should be told here, both good and bad, including the story of Residential Schools;
- Gathering places should be included for sharing of traditions and ceremonies;
- Identification of Treaty 3 land and Indigenous identity must be implemented;
- Distinction between the different nations should be clear;
- Artifacts currently housed in the museum should be specially housed on this site (repatriated);

- There must be opportunities to celebrate Indigenous arts and crafts, including music and dance;
- Opportunities for connections between Youth and Elders, and Indigenous and non-Indigenous peoples.

Notes from these meetings can be found in Appendix B.

2.3.3 ONGOING COMMITMENT TO PARTNERING

The key to successfully implementing The Plan is ongoing involvement of the Indigenous communities. In the spirit of Truth and Reconciliation, finding common ground, and celebrating the history of the region, consultation with Elders is compulsory at every stage of future projects that feed into this plan.



2.4 PRELIMINARY CONCEPT PLANS

Based on workshop discussions, meetings, and correspondence with stakeholders, the Steering Committee, and Indigenous groups, the Project Team developed the following three concept plans, which were brought back to these groups through an online survey, a second workshop charrette, and discussions with Indigenous communities.

It was discussed through this process that the limiting factor was parking, and balancing this with a desire for more amenities on the Harbourfront. Every group was given three large scale plans to select from, and draw their preferred scenario. At the second workshop charrette, all five groups chose Concept 3, which had the least amount of parking on Harbourfront.

All groups felt that parking was not the best use of waterfront land. They did however challenge the Project Team to ensure parking was shifted to a new location.

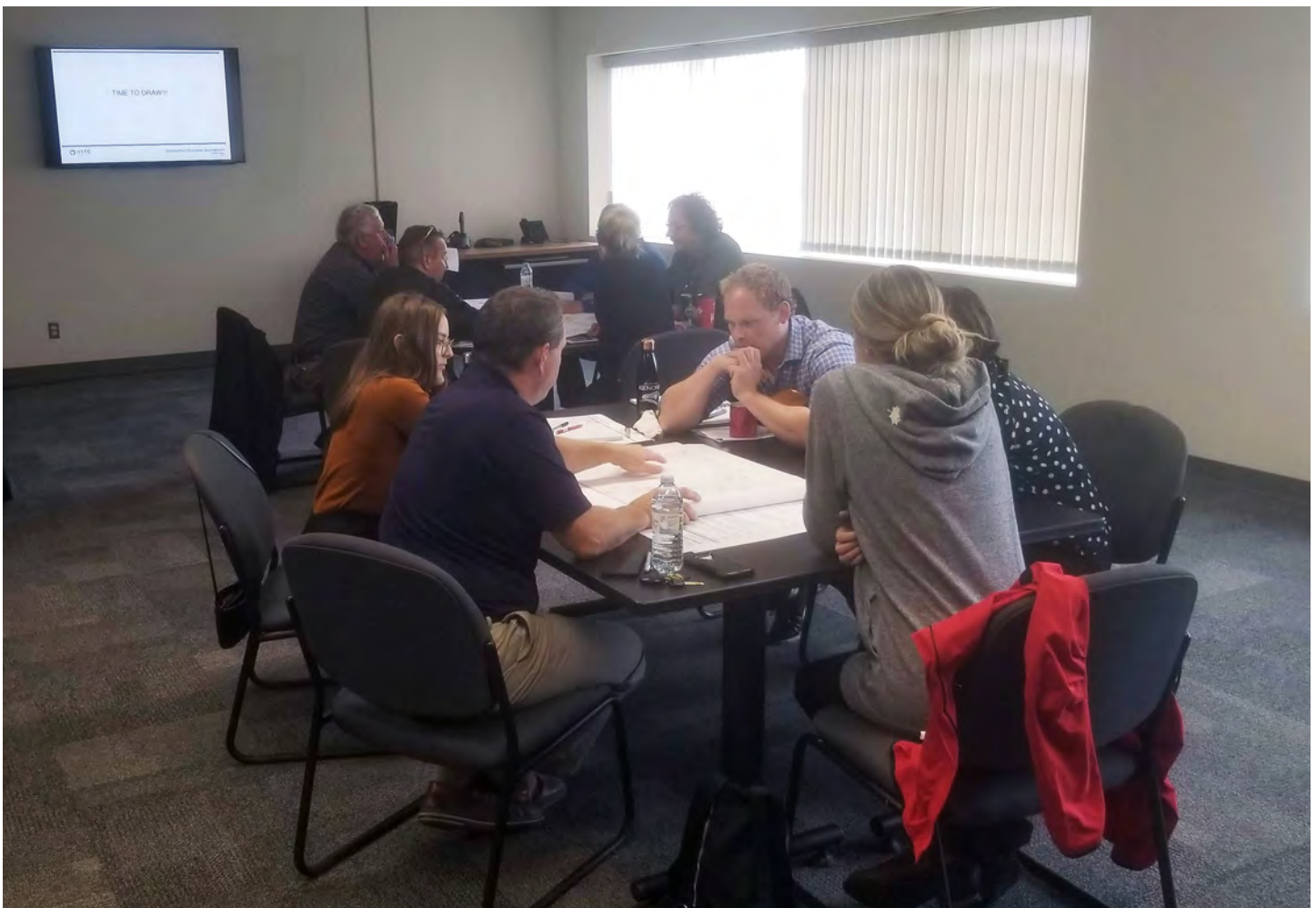




Figure 2-1. Concept 1



Figure 2-2. Concept 2



Figure 2-3. Concept 3



3.1 INTRODUCTION

Prior to initiating a development plan for Harbourfront, it was important to have a broader understanding of parking capacity and usage patterns in the whole of the Downtown area. A parking study was undertaken by Stantec Consulting's Transportation Engineers in order to observe these patterns at specific time periods during the busiest days of summer (August 2018).

The study looked at both on-street and off-street parking during the following periods:

- Peak Market Day (Wednesday, August 8, 2018, 9:00am to 3:45pm);
- Average Non-Peak (Friday, August 17, 2018, 3:00pm to 7:00pm);
- Average Weekday Afternoon (Saturday, August 18, 2018, 2:20pm to 7:35pm);
- Average Weekend Evening (Thursday, August 23, 2018, 3:55pm to 4:30pm).

See Figure 2 for the extents of the study. The full parking study can be found in Appendix A.

3.1.1 DOWNTOWN PARKING STUDY FINDINGS

On-street parking counts on average days (not including market days) found that parking spot utilization is 44.5% (ranging between 8% - 81%). On the busier streets this experience can be expressed as 'not able to find a spot in front of the business I want to visit but found one on the same block'. For off-street parking (not inclusive of market days) it was found that utilization was 35% on average (ranging from 0%- 90%)

On Market Days, average on-street parking had utilization rates of 72%. However it was 93% closer to Harbourfront and 50% on average further away. Off-street parking lots were at 35% utilization. The restricted/free ones had greater utilization.

The assessment of parking demand and inventory indicate that overall, the parking in the downtown study area is stressed only at the highest demand times (Market Days). Significant parking capacity is restricted or reserved for non-casual parking and the utilization of these spaces is quite low.

3.1.2 PARKING INVENTORY ON HARBOURFRONT

Around 70% of parking in Harbourfront is not available to visitors and casual parkers. Visitors include residents of Kenora and surrounding district who drive Downtown and require parking.

About 80% of parking in the south lot is assigned and is not available to visitors and casual parkers.

For most users, available parking is in closer proximity to Harbourfront than perceived. Figure 2 shows distances and expected walking times from Harbourfront. As illustrated, walking from the First Street South roundabout and City parking lot to Harbourfront takes approximately ten minutes at a slow walking pace. The average walking time for this distance is between five and seven minutes.



STATISTICS:

Parking stall counts in the Harbourfront zone are as follows:

Off-Street Parking:

- **133 stalls** in the South Parking Lot:
 - **30 reserved** and **75 rented** to long term parkers;
 - **28 available** for public, hourly parking;
- **28 stalls** in north parking lot (monthly parking);
- **19 stalls** in Lakeview Drive parking lot (monthly parking);
- **37 stalls** in McLeod Park parking lot (casual and some overflow monthly parking).

On-Street Parking:

- **46 stalls** Bernier Drive (13 reserved);
- **37 stalls** on Lakeview Drive.

TOTAL: 300 stalls

- **207 stalls** along Bernier Drive/ central Harbourfront;
- **93 stalls** along Lakeview Drive.

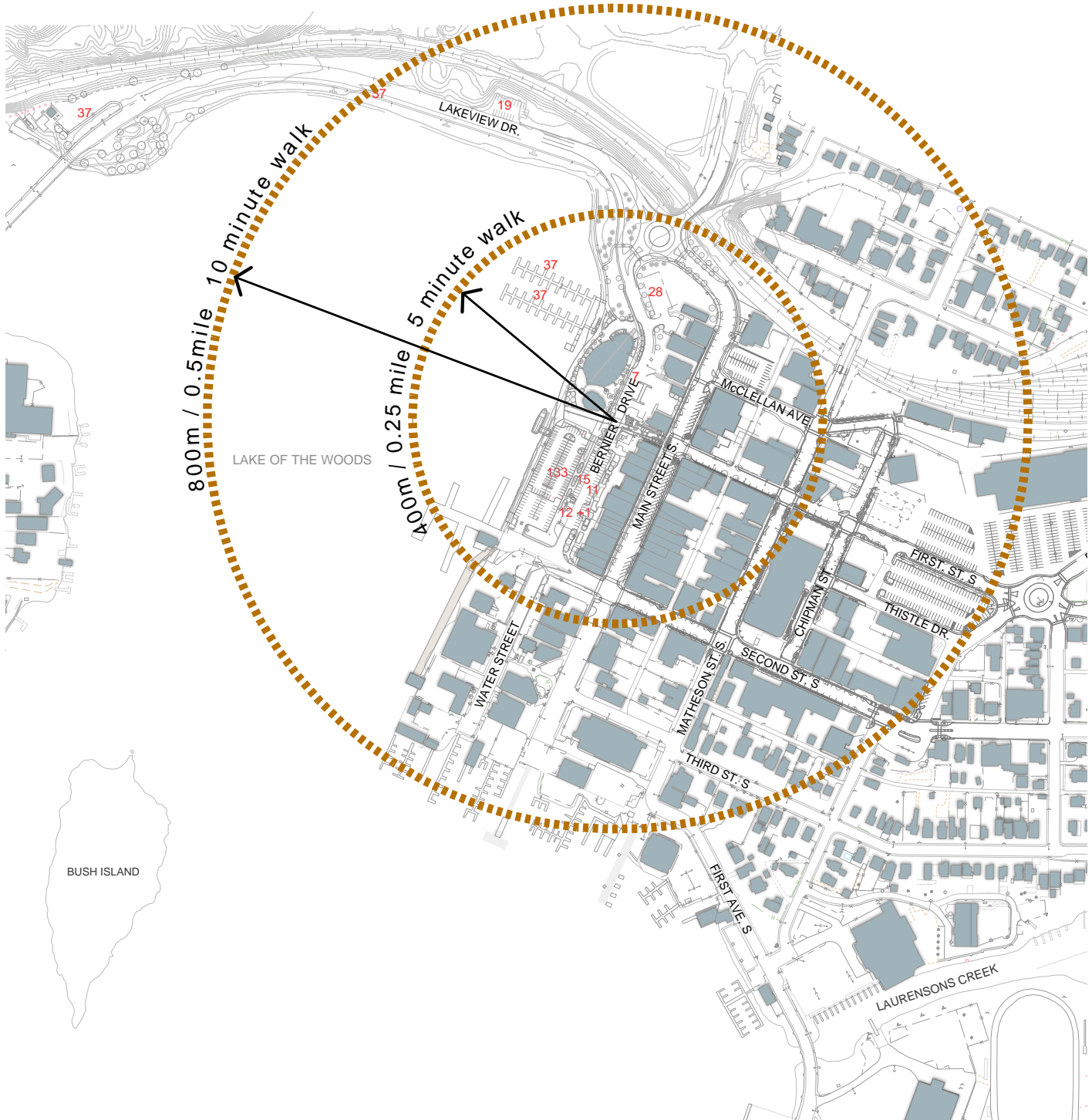


Figure 3. Walking distances from Harbourfront

KEY FINDINGS:

- Market Days are the only days of the year that put pressure on parking volume in the Downtown, mainly near Harbourfront.
- There are many parking lots that have capacity farther from Harbourfront.
- Walking distances are generally similar to what is experienced in larger urban mall parking lots.

CAPACITY FOR PARKING IS GROWING:

- 67 rental & 55 visitor in the parking lot between First Street South and Thistle Drive
- 13 casual on-street stalls on the First Street South Extension;
- There are many stalls planned for the Recreation Centre;
- There is room to add parking on Lakeview Drive.

3.1.3 SUMMARY OF RECOMMENDATIONS

Redevelopment of the Harbourfront area with the intent to attract additional activity and economic and recreational opportunities may require the re-purposing of existing surface parking and policies discouraging monthly reserved parking in prime spots along with other initiatives as described below:

- Provide improved wayfinding (possibly automated) to public parking areas;
- Create a fee structure with premium prices for premium spots and less expensive or free for spots farther away;
- Relocate monthly reserved parking to areas that are less desirable during peak times or during the summer ;
- Encourage turnover of on street parking spots with 2 hour parking in prime spots;
- Maximize on-street parking with opportunities for angled parking;
- Improve street environment and create direct, accessible sidewalks to help diminish the perception that the walk is a long way;
- Encourage business owners to examine their on-site parking needs and make underutilized parking spots available for public use (for a fee or otherwise);
- Better communication regarding 'park and ride' on market days and other busy days;
- Employ a 'sprint' bus that circulates all the downtown destinations and parking areas for free during peak times;
- Review existing parking structure to allow for casual (monitored) parking on weekends and evenings;
- Explore conversion of public and private surface parking lots to parking structures through incentive programs
- Explore new locations for parking, such as the Seven Generations site, in close proximity to Harbourfront.

4.1 INTRODUCTION

The focus of the Harbourfront Business Development Plan is balancing additional attractions and amenities for residents, providing small business opportunity while increasing revenue from the Harbourfront to support ongoing capital projects and yearly maintenance and operations. Following are the proposed developments that encompass the Master Plan. A Business Plan and Market Analysis of these developments is found in Chapter 5.



LEGEND

- | | | | |
|---|-------------------------------------|----|-------------------------------|
| 1 | McLEOD PARK IMPROVEMENTS | 9A | THE PIER |
| 2 | HUSKY'S LANDING | 9B | RESTO-BAR |
| 3 | THE GREENBELT | 9C | POOL & SAUNA |
| 4 | LAKEVIEW DRIVE | 10 | THE FOREST |
| 5 | DOCKS | 11 | WATER PAVILION & PLAZA |
| 6 | MIXED USE DEVELOPMENT AT ROUNDABOUT | 12 | BERNIER DRIVE WOONERF |
| 7 | WHITECAP PAVILION IMPROVEMENTS | 13 | CONDOMINIUM or BOUTIQUE HOTEL |
| 8 | GATHERING CIRCLE & PICNIC AREA | | |

OTHER AMENITIES

- Water/land shuttles
- Active transportation
- Water bottle filling stations
- Fitness circuit
- Sculptural Kenora signage

(W) PUBLIC WASHROOMS

(P) PUBLIC OFF-STREET OR BOAT PARKING

CONNECTIVITY









- | | | |
|---|---|---|
|  |  | Tunnel Island |
|  |  | First Street South |
|  |  | Art Gallery, Cenotaph & Museum |
|  |  | Future Boardwalk (to Laurenson's Creek) |





Figure 4. Harbourfront Master Plan

4.2 HARBOURFRONT MASTERPLAN

FEATURES:

- Tiered seating
- Navigational/
nautical
interpretation
- Covered picnic
area at washroom
building
- Refurbishment
of tugboat feature

1. McLEOD PARK IMPROVEMENTS

McLeod Park is the gateway into Kenora's Downtown and Harbourfront. It serves mainly as a parking lot and washrooms. Improvements for this area beautify the park by upgrading the appearance of the washroom building, refurbish the tugboat, and add a covered picnic area. To build the nautical theme a variety of interpretive themes could be explored such as navigation techniques through history. Hands-on experiences such as knot displays and moveable navigational equipment would improve the visitor's experience.

The idea of a pedestrian connection to Tunnel Island is very important and diminished by the narrow vehicular bridge. There is a lot of interest to explore this idea further. Due to the challenge of multiple land owners between the site and Tunnel Island the solution for how to connect was out of the study scope. However, this should be part of any discussions surrounding the roadways west of the site.



FEATURES:

- Floating dock
- Enhanced water and light display
- Refurbishment of Husky the Muskie sculpture

2. HUSKY'S LANDING

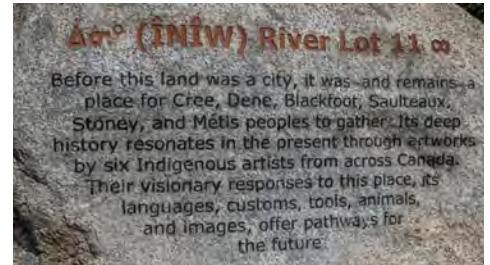
Provide a floating dock in this area to enable people to be near the water as often as possible. The fountain in the lake is a great asset to the animation of the Harbourfront but should be expanded on with lighting for evening viewing as well as adding interest with additional sprayers that can be programmed for a varied display.

FEATURES:

- Indigenous Art Walk
- 'You Are On Treaty 3 Land' markers with historical information on Indigenous peoples of the region
- Intermittent seating areas, multi-modal pathway
- Naturalized shoreline

3. THE GREENBELT

The Greenbelt proposal includes expansion of the existing walkway into an undulating wood boardwalk that spans over the water and returns to the bank providing a different experience to multiple users. Edged with intermittent seating areas and shade trees to stop and enjoy the view. The boardwalk will feature art pieces created by Indigenous artists and interpretive markers that remind the visitor that you are on Treaty 3 land. Interpretive panels can begin to tell the history of Indigenous peoples of the region. A step toward creating an inclusive place was an important goal of the community. Working closely with Indigenous partners will ensure these are executed properly. Adding interesting walkways increases the opportunity for residents to be social and exercise. Furthering this goal low impact fitness equipment can follow the pathway for those who want an extra challenge. Native grasses are a low maintenance cover for upland areas coupled with naturalization of the shoreline is a step toward sustainable practices on the Harbourfront.



Niimaamaa by KC Adams, Jaimie Isaace and Val Vint. Photo: The Forks

4. LAKEVIEW DRIVE

Providing a median with gateway banners at the entry of Lakeview Drive will cue visitors that they have entered a pedestrian area. Accommodating angled parking and new parking lots (45 total) will help offset the loss of parking on the Harbourfront. The stalls allow for the car show to continue in this location. Pedestrian raised crossings will provide a safe way to reach these new parking areas and easy access to the Harbourfront. Improvements to the walkway under the highline should be explored as well as is the potential for additional park and ride locations on the Seven Generations site.



FEATURES:

- Pedestrian crossings
- Angled parking
- New/ improved parking lots
- 28 additional parking stalls on-street and 17 off-street to offset loss of stalls at Harbourfront
- Improved walkways under highline to access other amenities and potential for additional park-and-ride locations.

5. DOCKS

Expansion of the docks for large and small boat docking in this area frees up other areas for unobstructed views of the lake. Opportunity for seasonal business to set up in kiosks to offer services and goods related to fishing and boating. Ideas included bike storage and maintenance, a tackle shop, fishing maps, kayak/canoe/water sport rental, food vendors, fishing boat charters etc. This was also identified as an area that Indigenous people with experience on the waterways could act as guides.



FEATURES:

- Large and small boat docking
- Kayak/ canoe/ water sport rental and launch
- Seasonal kiosks
- Bike storage/ maintenance station

FEATURES:

- 1,000 m² (5,400 ft²) of useable space on two floors
- Main floor: retail
- Second floor: residential

6. MIXED USE DEVELOPMENT AT ROUNDABOUT

This parcel of land owned by the City of Kenora would provide a great location to sell or lease to a developer for a mixed-use building. Proposed as retail on the main floor and second floor residential it will become an anchor to the Bernier Drive businesses and bring more people living in the downtown providing eyes on the street improving safety at Harbourfront. The building should be positioned on a 0 lot line on Bernier Drive with parking accommodated behind. The land is sloped so will require a retaining wall for the parking area and will provide good screening from the street above. Some of the retail and services residents noted as a great opportunity at Harbourfront would include a bakery, specialty wine and spirits boutique and a fish market to name a few.



FEATURES:

- Facility improvements (acoustics, comfort, partitioning)
- Could include court sports, dance shows, powwows, movie nights
- Extended programming (seven days a week)

7. WHITECAP PAVILION IMPROVEMENTS

The Whitecap Pavilion is a great addition to the Harbourfront but is underutilized infrastructure. The goal should be to provide additional programming here 7 days a week. To achieve this goal there needs to be facility improvements, seed money and partnerships. A multitude of events can be accommodated here particularly in the summer but seasonally as well. Activities that attract people of all ages and culture should be explored to fully diversify the use of the facility. Activities such as court sports, dance lessons, yoga, amateur music nights, art shows, book readings, powwows and movie nights are to name a few. Storage for supplies such as poles and nets, special flooring, partitions, screens etc. will need to be considered.



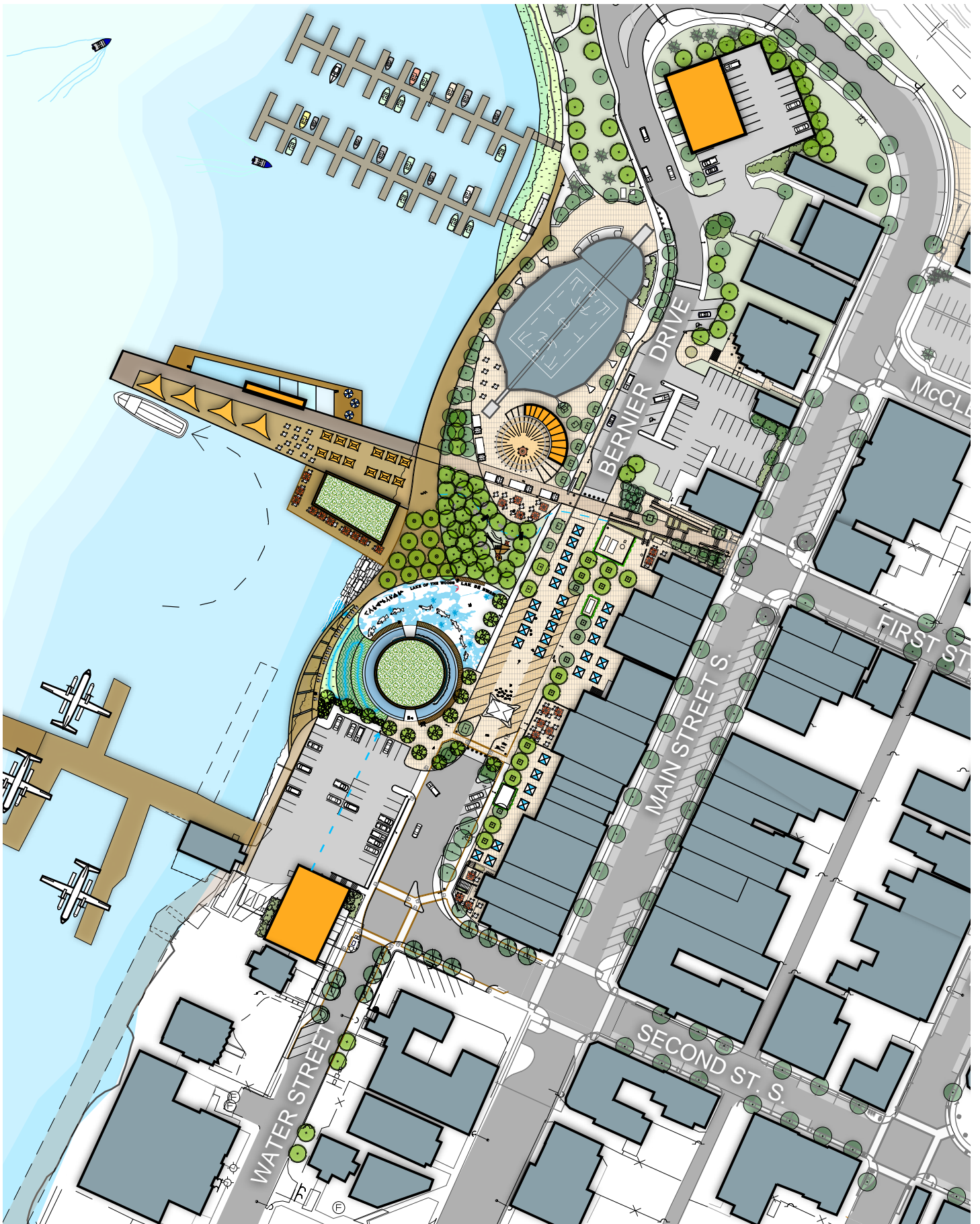


Figure 5. Central Harbourfront

FEATURES:

- Washrooms and storage
- Fire pit and seating
- A place to celebrate the 28 First Nations of Treaty 3 and the Métis Nation

8. GATHERING CIRCLE AND PICNIC AREA

A central focus of the Harbourfront should be a meeting place for all people where Indigenous people once inhabited the land and the waterways. First Nations have identified the need to have a place to hold celebrations and ceremonies that is welcoming and warm. The Gathering Circle can be a place where we celebrate the twenty-eight First Nations of Treaty 3 and the Métis Nation, who signed an adhesion to the treaty in 1874-75. Each trellis arm representing one of the First Nations inscribed with interpretive material encircles a gathering place and fire pit.

Positioned beside the walkway that connects Main Street to the Lake this becomes a central focus of the Harbourfront redevelopment and provides outdoor seating for the food trucks that gather there. The Gathering Circle would replace the existing Thistle Pavilion, and would have a small washroom facility (approximately twenty washrooms for four hundred people) and storage area for the Whitecap Pavilion. Adjacent to the Gathering Circle is a paved area for picnic tables and umbrellas to provide much needed public seating.



9A. THE PIER

The pier aligned with the walkway from Main Street draws visitors out onto the Lake. It provides another opportunity to access the water for fishing, sitting and watching the boats go by. Shade structures on the pier provide comfortable places to relax. This pier structure provides a new home for the MS Kenora and kiosks that provide local seasonal business opportunity that expands on the Wednesday only format of the Matuski Market. These kiosks can be in operation seven days a week during the peak months of activity and support small businesses.

FEATURES:

- MS Kenora
- Shade structures
- Seasonal kiosks



Photo: Shade Systems

FEATURES:

- 370 m² (4,000 ft²)
- Restaurant & bar
- Open patio space
- Operated by arms-length branch of the City to generate revenue for capital projects

9B. RESTO-BAR

Positioned at the base of the pier, a 4,000 square foot resto-bar with open patio space is contemplated. Fashioned off The Common at The Forks in Winnipeg, licensing would allow patrons to walk all over the pier and boardwalk with their drink. Revenue generated from beverage sales would be re-invested into Harbourfront. The food can be pop-ups supported by local restaurant favourites similar to an eatery style. This will allow local restaurateurs to take part in this unique development.



Cibo in Winnipeg is a similar size to the proposed resto-bar. Photo: Tourism Winnipeg

FEATURES:

- Sauna and pool facility with surrounding deck

9C. POOL/ SAUNA

Additionally, as there are no safe places to swim on Harbourfront but a real desire to do so a sun deck with 'pool' is provided. This would be a lifeguarded facility that allows people to swim safely from the rocky shores and swift currents of Safety Bay. The proposed pool also has a 'beach entry' section for improved accessibility. A small structure with sauna and washrooms will add four season interest to the development. These can be implemented by the City or leased as a business opportunity.



Example of lake pool



Example of lakeside sauna

FEATURES:

- Naturalized area with nature play elements
- Daylighting of stormwater

10. THE FOREST

Today the sodded swale on Harbourfront is an eyesore and there are few places to sit in the shade. The play structure that was removed when the Whitecap Pavilion was constructed has never been replaced. This area can be a wonderful forest of trees and mulch to create a natural play area for children. The swale becomes part of the forest with wood bridges over a more naturalized swale. A play structure made with natural materials will help soften the hard paved area of the Whitecap Pavilion and help create rooms on the Harbourfront separating various activities and creating more comfortable spaces. It is well positioned near the picnic area and the Gathering Circle washrooms.



Example of nature play



Example of bridge over vegetated swale

FEATURES:

- Four-season building
- Interpretive and tourist information,
- Common area with capacity for 250 people*
- Gift shop and market
- Green technologies
- Wet plaza with interpretation of Lake of the Woods
- Opportunities to touch the water
- Boardwalk with casual seating

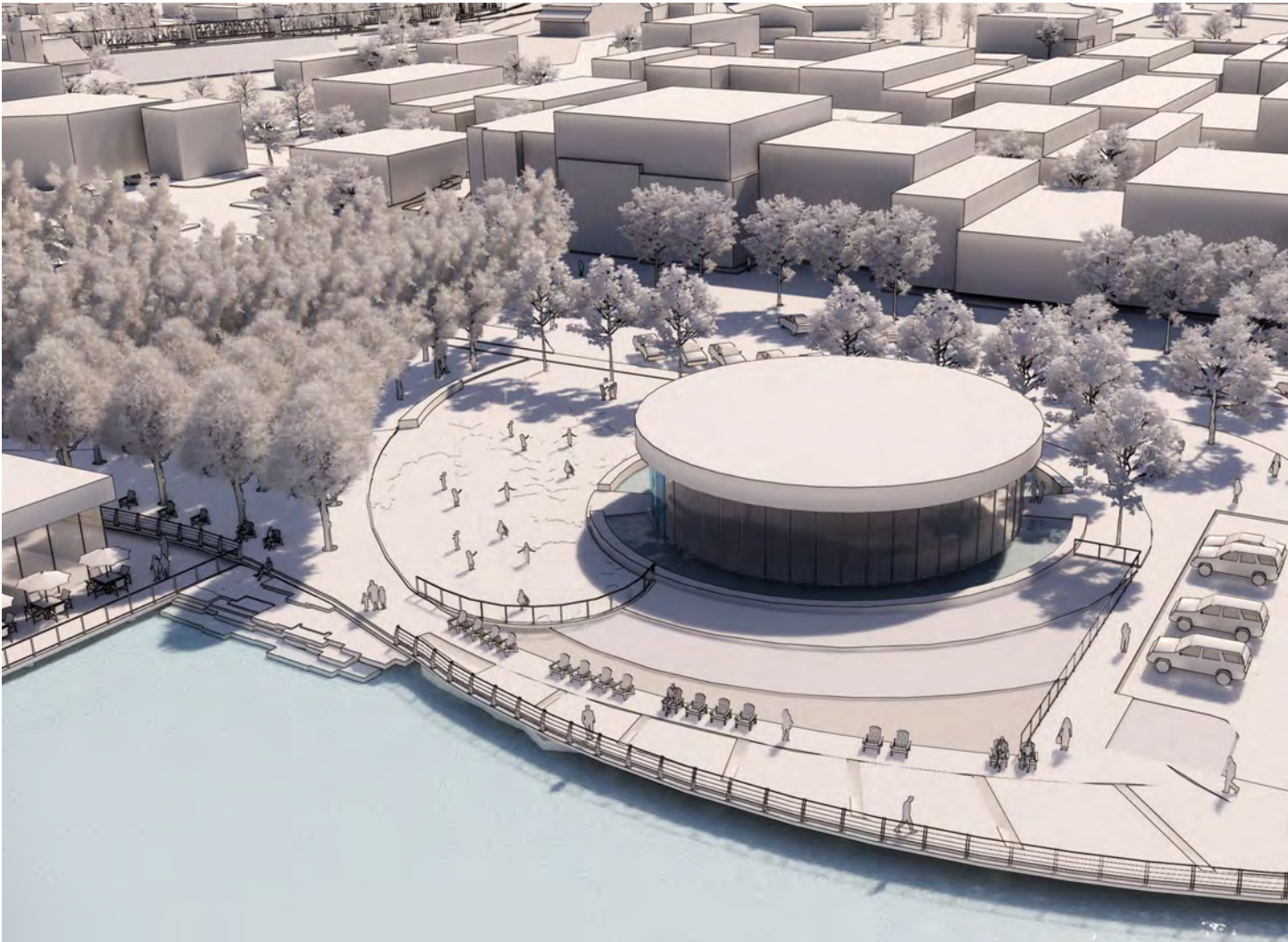
11. WATER PAVILION & PLAZA

The proposed Water Pavilion and Plaza is a four-season attraction that will host events, workshops, weekly market, gift shop, common area, interpretive and tourist information. It has been planned as a model green building utilizing sustainable building materials, greywater filtration, passive cooling, low-flow toilets, surface drainage filtration and redirection of waste to name a few. It will be the final anchor to the Harbourfront development plan, providing four-season interest and animation.

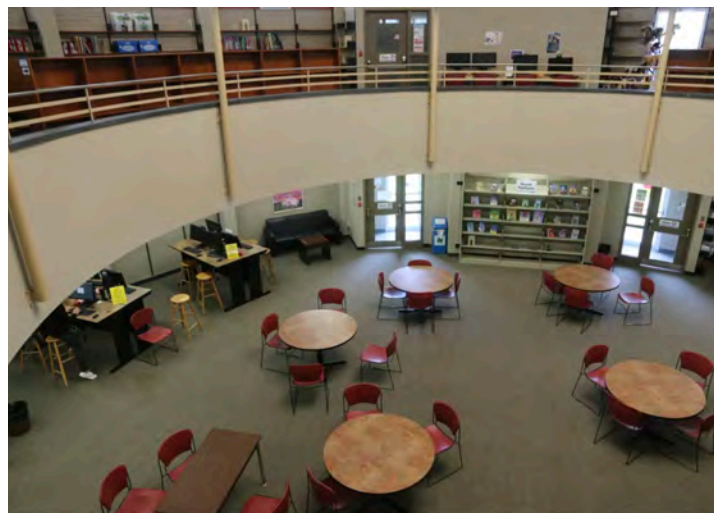
The Water Plaza surrounding the Water Pavilion celebrates the history of Harbourfront that was once lake. Playing on this theme the plaza can be both wet or dry. Water features can be turned off and drained when the plaza is needed for dry events. On typical days it will have interpretive and interactive elements that represent and educate people about the lake, the land and the people who inhabited it first. It provides an opportunity for people to cool off and interact with water with misters, spray features and

* This figure is based on space with non-fixed seats and tables. Capacity increases for events with standing or seating only.

a water moat. The boardwalk that surrounds the water plaza is designed for casual seating and provides the visitor a chance to relax and experience 'Lake Life'. It is situated above the greywater filtration cells for visual interpretation. This area also provides another way to interact with the water. Granite quarried blocks are set down the bank to create 'steps' down to the lake for closer access.



A terraced wetland in Shanghai Houton Park, China. Photo: ASLA



Example of open hall with mezzanine. Photo: Western University

12. BERNIER DRIVE WOONERF

A “woonerf” is a pedestrian shared road. It is different than a ‘complete street’ where equal priority is given to all modes of transportation including automobiles, bicycles, and pedestrians, usually with separate rather than shared right-of-way. A woonerf-designed street has no division between cars and people, forcing cars to drive at a slower pace.

FEATURES:

- Pedestrian shared roadway and event area

A portion of Bernier Drive between Lake of the Woods Plaza and the future Water Street intersection is shown as a woonerf. The roadway would be raised to curb height similar to a raised sidewalk or speed table. Removable bollards at either end would allow closure of the street for events such as the Matuski Farmers’ Market to expand or for other events such as Harbourfest and Kenora Bass International.



Examples of woonerfs in Germany

John Hirsch Way, Winnipeg

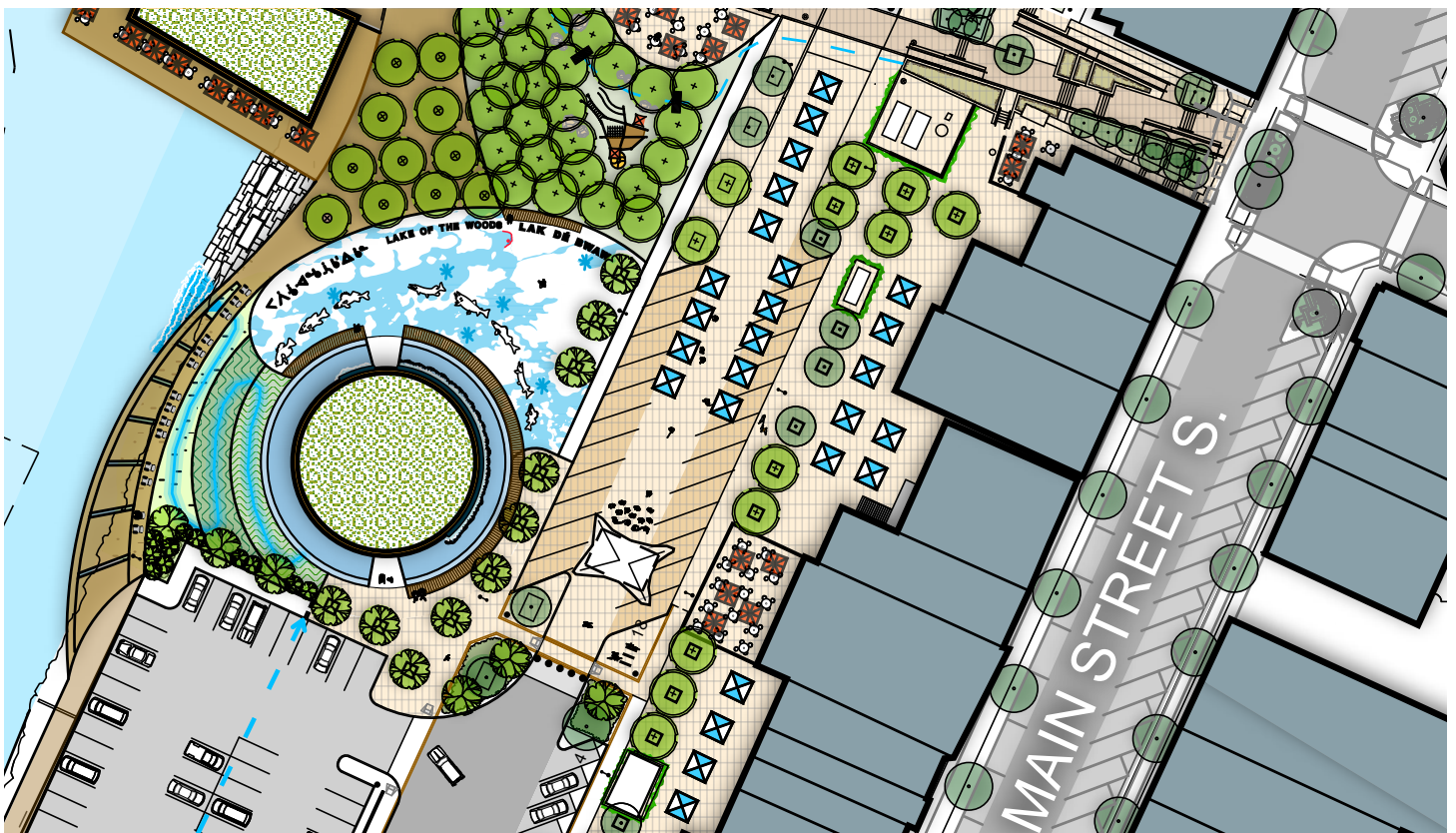


Figure 6. Bernier Woonerf

FEATURES:

- Encouraging people to live in or visit Harbourfront
- 1,000 m² (11,000 ft²) of useable space on two floors.

13. CONDOMINIUM OR BOUTIQUE HOTEL

This parcel of land owned by the City of Kenora would provide a great location to sell or lease to a developer for a condominium or boutique hotel. Primarily to provide a funding source to the City for the amenities proposed on Harbourfront but also a good opportunity to have more people down on the Harbourfront. Also, by providing a development at the transition from Bernier Drive to Water Street that links to the Art Gallery and Museum.



Cibo Restaurant and Mere Hotel, Winnipeg

4.3 OTHER AMENITIES

1. Water & Land Shuttles

In 2017 a free shuttle was introduced on Market Days to aid in relieving the demand on parking at Harbourfront. The addition of a free transit circuit for Downtown and Harbourfront, will continue to relieve the parking pressure. Additionally there is an opportunity for the introduction of a water taxi service that can shuttle people between Harbourfront and other areas of the City, such as Norman Park, Anicinabe Park and Coney Island.

2. Active Transportation

A broader study of transportation in Downtown and beyond will help to identify opportunities for integrating Active Transportation—the use of human-powered means such as walking, cycling, and skateboarding to reach one's destination — will provide more ways for people to visit Harbourfront.

3. Water Bottle Filling Stations

In the spirit of environmental stewardship and the reduction of plastic waste, water bottle filling stations at key stops along the Harbourfront will encourage re-use. These stations can also be used to provide drinking water for dogs.

4. Fitness Circuit

The Greenbelt presents an opportunity to incorporate fitness stops to promote active living for all ages.

5. Sculptural Kenora signage

Many cities have installed large lit signs displaying the name of the city. These have become popular photo stops for tourists and residents alike.

6. Street Patrol Group

The Bear Clan Patrol is an Indigenous-run foot patrol in Winnipeg, Manitoba that provides community support and instills a sense of safety to the streets of marginalized neighbourhoods in the inner city. Their model has inspired other cities to establish their own patrols. Kenora, like many cities in Canada, faces a number of social issues, and the grass-roots establishment of a patrol modelled after Bear Clan would provide relief to policing services, while building community.

7. Changes to Parking

The existing South Parking Lot currently has one hundred thirty-three stalls. The proposed change in this plan reduces that to thirty-eight stalls, but has offset this loss by adding forty-five additional stalls along Lakeview Drive, and one hundred thirty-five to the public lot along the new First Street South extension. This is a net gain of eighty-five stalls in Harbourfront and Downtown. Along with other recommended measures found in Section 3.1.3, these changes will serve both visitors and those who park in permitted spaces.

4.4 WINTER ACTIVITIES

Participants in the workshops, surveys and discussions emphatically identified skating as a missing piece in the winter activities available at Harbourfront. Building on the skating rink already operating at the Whitecap Pavilion, there are opportunities to extend facilities to the lake, as well as connect open skating areas with trails to the Water Pavilion.

Building off the success of Hockey Day in Canada in February 2017, clearing of space on the lake ice for hockey and skating rinks will bring a festival atmosphere to an otherwise underutilized winter space. In laying out the Masterplan, the Project Team allowed for hockey rinks to fit between the slips, and shape the piers to shelter the area from wind. Pertinent City staff confirmed the feasibility of use of the lake for these activities.

Already established events and activities, such as snow sculptures, can be easily incorporated into an on-ice and land festival park. Tobogganing, warming huts, firepits, and rentable fishing shacks can all contribute to an attractive winter destination. This increase in activity could also serve as a catalyst to the development of a winter festival with music, arts and crafts, and food vendors. The Whitecap Pavilion could provide space for skate rentals and change facilities as could the Water Pavilion. The sauna and resto-bar would also be year-round attractions.

Public safety would be of paramount importance to implementing these winter programming ideas. Daily ice monitoring will ensure that any changes in ice thickness or carrying capacity would prompt closures as required.



Figure 7. Winter Activity at Harbourfront



5.1 MARKET ANALYSIS

One of the primary and prominent cultural attractions and areas in Kenora is its Harbourfront, yet it is not showcased the way it could be. Development here must be unique to Kenora and the needs of its residents, and be authentic to this place.

Stantec Consulting collaborated with the design team to test the three concepts at the outset which resulted in the final preferred plan. Following in brief are the high level findings that support the Harbourfront Business Development Master Plan.

5.1.1 CURRENT MARKET TRENDS

The population decline that had been occurring since 2001 is turning around (2017 and 2018) but the average age is going up as retirees (from Winnipeg and other larger urban markets) are moving to the area or converting their seasonal properties to year-round accommodation. This is driving a need and demand for additional attractions and services in the Kenora area.

The workforce and education level is improving and the economy is shifting to a service sector economy from its previous major employers being primary industry. This educated workforce and service industry shift can support what is likely to be a growing demand for retail, professional, recreation (including arts and culture) and health-related services. This is also an opportunity to reach out to this aging demographic segment for taking on volunteer roles as it is a group that likes to get involved and explore new community building volunteer opportunities and could be met with a great response. Ideas could include tour guides, art classes, event volunteers, etc.

HOUSING:

- There is a need for housing across the spectrum in Kenora.
- Condominium development on the Harbourfront for a niche market could be a good candidate. This would go hand in hand with dock development and other amenities there.

COMMERCIAL:

- There is little to no office space available Downtown. There is room for growth in this area and can be considered for second floor opportunities on Harbourfront but not the 'highest and best use' of land here.
- Vacancy of retail space is available but may be vacant for a reason. Quality retail space does not stay vacant for very long. The area could absorb some street level retail consistent with the beautiful transformation of the Harbourfront.
- Restaurant, bars and accommodations positioned on the Harbourfront would be very desirable. Create a unique attraction that does not compete with restaurants in the vicinity.
- There is opportunity for expanded docking and rental of recreation equipment and related services.

5.1.2 THE BUSINESS PLAN

The central focus of the Harbourfront lands should be a principle of 'Highest and Best Use'. This means that the city vision can best be put into action through the utilization of its most visible harbourfront and water frontage lands in a dedicated and disciplined manner as depicted in the Land Use Plans. It may take some time to transform the entire Harbourfront but two development themes that require a shift away from current uses of parking and limited greenspace are injecting expanded uses of: 1) employment lands activity; and 2) amenities and attractions.

What is meant by this is that the overall tax benefits to the City are greatest with employment lands (commercial/industrial lands but in this case no industrial). Specifically, the commercial and service-sector lands can be revenue generators for the city and, mixed with amenities and attractions to draw people to the waterfront (requiring investment from the city), it will provide a positive environment to blend social, environmental and economic objectives to the City of Kenora and one of its greatest assets (sometimes referred to as triple bottom line decision making).

TRIPLE BOTTOM LINE

In analyzing the viability of implementing the proposed Concept Plan, sustainability is the key factor to consider, and to address this a triple bottom line approach has been applied, making recommendations on how to achieve social, environmental and fiscal sustainability.

SOCIAL SUSTAINABILITY:

Integrate the Indigenous history, treaty lands and the connections into the space. Provide a better level of activity and a healthy development of pathways and amenities as well as cultural aspects for all ages. Invest into a community focus and add amenities that are geared toward winter and summer activity but enhance the water access and enjoyment to the community. These amenities will attract visitors to the area and have economic spin-offs for the downtown business community.

ENVIRONMENTAL SUSTAINABILITY:

Improve sustainability of the site and implement greywater filtration, reduce water use, re-direct waste, daylight storm water, naturalize shoreline and promote active transportation and public transport.

FISCAL SUSTAINABILITY:

Establish an arms-length governance body for the Harbourfront to manage and balance site developments toward fiscal independence. Following are some developments that can be phased in to support this.

Anchors to the redevelopment would be the leasing and/or sale of development lands for projects such as a boutique hotel and mixed use/condo development. These projects would provide income and tax dollars to offset some of the capital costs proposed but also achieve a benefit of getting people living in the area. This has social and economic benefits related to safety, critical mass and community growth as well. Taxes and land sale revenue to go into a trust or reserve for the Harbourfront development as a funding mechanism.

The addition of a Boutique Hotel is a commercial use that will provide revenue and an attraction and connection to the lake and potential overnight use for many things including 'fly-in fishing camp guests' with the adjacent float plane docks. The Pier can be an expanded marketplace for kiosks and seasonal carts that diversify its use as a docking location for lake cruises. It builds on the Wednesday market in the Whitecap Pavilion. Other educational and entertainment offerings as shown can be cost shared in their initial capital development as well as ongoing operational costs. The expanded docking areas and kiosks are revenue neutral after development costs but generate activity, provide business opportunity to locals and can offer additional amenities.

An increase of rentals of the Whitecap Pavilion, an underutilized facility can provide revenue to be used for the ongoing maintenance and operations of the site.

5.2 GRANTS AND PARTNERSHIPS

There are many key partnerships that were identified during the workshop and design ideation process. Local businesses showed an interest in some of the proposals as well as the Indigenous communities we spoke with. Many of the items proposed were developed to be potentially championed by local businesses. Capital can come from private investment as well as public funding and grants. For example, some of the unique green infrastructure proposed can be aligned with federal money earmarked for this type of investment.

In addition to funding partnerships, Harbourfront has seen success thus far from program partnerships. These are critical to the growth and animation of this place. The spin offs to local business to increase the programming in Harbourfront is immense. To that end partnerships with the existing users and exploring potential and new ones will help animate the Harbourfront seven days a week.

POTENTIAL PARTNERSHIPS & FUNDING SOURCES:

- City of Kenora investment and leveraged financing;
- First Nations investment and partnerships;
- Local Business and Entrepreneurs;
- Public/ Private partnerships;
- Government Grants – sustainable infrastructure;
- Re-investment of capital from City-owned commercial ventures.

PROGRAMMING PARTNERSHIPS:

- City of Kenora;
- Lake of the Woods Museum & Douglas Family Art Centre;
- First Nations/ Métis Nation;
- Harbourfest, KBI, and other festival user groups;
- Winnipeg Folk Festival;
- Kenora Recreation Centre;
- Kenora Public Library;
- Education and Cultural Groups;
- Lake of the Woods District Stewardship Association.

5.3 PHASING

Proposed phasing of the development is not only based on an economically viable approach but also is in result of the priorities of the community identified through the Open House and the steering committee workshops. Phasing may change based on partnerships forged and federal or provincial grants that may be leveraged. There is an interest federally to support ecologically sustainable infrastructure which would perhaps move the sustainable features up on the phasing sequence. This is a living document and will need to be aligned with potential revenue and partnerships as they are discovered.

PHASE 1:

Begin with the two anchors (Boutique Hotel and Mixed Use and Condo Development). Revenue from land sales and their collective tax base can support the other softer in-fill amenities. There was a good deal of support from the community to implement the boardwalk, Indigenous art walk, the Gathering Circle with washrooms and storage, and naturalization of the shoreline. In addition, the increased programming of the Whitecap Pavilion was seen as an easy win. This would also bring more people to the waterfront and help increase support for additional changes there. Improvements to Lakeview Drive will allow for additional parking and safe crossings to the parking areas.

PHASE 2:

It would make sense to then include any improvements to the McLeod Park and Husky the Muskie zones, and complete this area. The forest area with playground were highly valued public amenities to provide much needed safe places designed for children on Harbourfront. The pier which would include the restaurant/bar and market kiosks that support business investment were a priority for the community. The restaurant/bar developed as an arm's length for profit City owned development would provide revenues for the next phases of the capital campaign.

PHASE 3:

Woonerf to provide expanded programming space. The Water Pavilion and plaza is the cultural anchor of the site that will showcase the environmental stewardship, cultural inclusion and Indigenous history at Harbourfront. A year round facility that will round out the development here into a four season destination.

PHASE 4:

The sauna/pool facility is a unique proposal that will need major public support to accomplish but will set this place apart from any other on a national scale.

5.4 BUDGET

ZONES		Total Zone Estimate *
1.0	McLEOD PARK	\$308,000
2.0	HUSKY'S LANDING	\$405,000
3.0	GREENBELT	\$2,237,000
4.0	LAKEVIEW DRIVE	\$300,000
5.0	PUBLIC DOCKS	\$1,380,000
6.0	MIXED USE BUILDING AT ROUNDABOUT	NIC
7.0	WHITECAP IMPROVEMENTS	\$87,000
8.0	GATHERING CIRCLE & PICNIC AREA	\$771,000
9.0-A	PIER	\$2,454,000
9.0-B	RESTOBAR	\$2,122,000
9.0-C	POOL/SAUNA	\$1,820,000
10.0	THE FOREST	\$205,000
11.0	WATER PAVILION & PLAZA	\$6,308,000
12.0	BERNIER DRIVE IMPROVEMENTS	\$1,438,000
13.0	CONDO/BOUTIQUE HOTEL	NIC

TOTALS (ALL ZONES):	\$19,835,000
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NIC	WATER STREET REGRADE AND PARKING LOT	\$4,500,000
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Table 1. Cost by Zone

PHASE	DESCRIPTION	TOTAL COST
1	Greenbelt/Lakeview Dr., Public Docks, Gathering Circle/Picnic Area, Whitecap Improvements	\$4,775,000
2	Pier with Resto-Bar, Mcleod Park, Husky's Landing, the Forest	\$5,494,000
3	Water Pavilion and Bernier Woonerf	\$7,746,000
4	Pool/Sauna	\$1,820,000

\$19,835,000

Table 2. Phasing Costs

* See Appendix C for detailed breakdown of costs.

5.5 ZONING AND OFFICIAL PLAN RECOMMENDATIONS

All development within the City of Kenora must comply with the provisions of the City of Kenora Zoning By-Law 101-2015. The land within the Harbourfront Business Development Plan project area is predominantly covered by three zones in the Kenora Zoning By-Law:

1. **OS – Open Space** along Lakeview Drive. This zone provides land for active and passive recreational uses and landscaped buffers.
2. **GC – General Commercial** for most of Kenora’s Downtown area. This zone allows for a wide range of uses and services to meet the needs of residents, businesses and tourists.
3. **I – Institutional Zone** for the zoning sites including the Ontario Court of Justice and the Ontario Provincial Police office (as well as the Kenora Recreation Centre, which is outside the Harbourtown Centre but within the area covered by the Parking Study). This zone allows for the development of public and privately-owned facilities of an institutional or community service nature.

The Parking Study area also includes the following zones: **LC – Local Commercial**, **R2 – Residential Second Density**, and **R3 – Residential Third Density**.

The City of Kenora designated the Harbourtown Centre as a Community Improvement Area under Section 28 of the Planning Act. This designation represents the Downtown area of the City and is considered to be an extremely important component of the commercial and recreational land use system of the City of Kenora. As such there are specific guidelines for its development in the Official Plan.

Although the development proposed in the Harbourfront Business Development Plan is generally consistent with the By-Law and the Official Plan, a number of changes to improve the Zoning By-Law were identified through the creation of the Business Development Plan and Parking Study. This section highlights several changes to consider.

5.5.1 HARBOURFRONT DESIGN STANDARDS

Currently, the Kenora Zoning By-Law and the Official Plan provide minimal direction in terms of specific design standards for development in the Harbourtown Centre.

The Zoning By-Law limits building height to 10 metres (3 storeys) in the Institutional Zone, 11 metres in the General Commercial Zone, and 15 metres (4.5 storeys) in the Open Space Zone. On the ground, buildings in the study area range in height from one storey retail buildings on 2nd Street and 3rd Street to the 11 storey Lakeside Inn.

The Zoning By-Law is equally inconsistent in its setback requirements. The General Commercial Zone has no front yard requirement but does have a 5 metre minimum side yard and 8 metre rear yard setbacks. The Open Space and Institutional Zones have a 6 metre front yard requirement; side yard setbacks ranging from 3 metres to 6 metres; and 8 and 10 metre rear yard setbacks, respectively.

Together, these regulations allow developers to construct buildings that could vary widely from one lot to the next. There are several recommended changes that could be made to the Zoning By-Law that would lead to a more consistent and high-quality level of urban design in Harbourtown Centre and Harbourfront:

1. Establish maximum setback requirements particularly for front yards. This would help to ensure development looks consistent and that new buildings are built right up to the sidewalk, creating a better pedestrian-oriented environment.
2. Re-evaluate building heights – as a standard, new buildings in the Harbourfront area should be a minimum of 2 storeys.
3. Consider raising the maximum building height to allow for more residential and commercial density in the Harbourtown Centre outside Harbourfront.

5.5.2 PARKING

Harbourtown Centre in the Official Plan identifies that no additional parking is required when an existing structure changes use. However, when it is a new build or expansion on an existing site this will trigger the provision of parking in accordance with the Zoning By-Law. The Kenora Zoning By-Law currently has one set of parking standards for the entire municipality, regardless of location. This one-size-fits-all approach limits development opportunities in the Harbourfront / Downtown area, where it is harder to accommodate the minimum number of parking spaces required (for example, a restaurant requires 10 parking spaces per 100m² of gross floor area, meaning a new restaurant the size of the Cornerstone would require 20 parking spaces).

Furthermore, the Zoning By-Law only includes minimum standards for the spatial design of parking spaces. The lack of requirements for the greening and buffering of parking lots has a negative effect on the image of Harbourtown Centre. Recommendations for changes include:

1. **Reducing required parking spaces in the Harbourfront and Harbourtown Centre** – Because the Downtown area is accessible by pedestrians, public transit users, and boaters, parking requirements in the Downtown area should be reduced, particularly along the waterfront.
2. **Remove parking spaces for dock slips in Zoning By-Law** – Currently the parking requirement is one stall to be allocated to every dock slip. (3.23.1 and Table 4). This should only be required where there is a boat launch and it is expected that each parking spot will have full time use. Reconsider changing the ratio in areas where dock slips are used for casual visitors and there are no boat launches.

3. **Update parking lot design standards in Zoning By-Law** – The section on Design of Parking Areas and Spaces (3.23.4) should include standards for interior parking lot landscaping, pedestrian corridors, and improved street edge landscaping that could greatly improve the quality of the public realm.
4. **Parking Management Plan** – A case by case study of the proposed development and the actual need for off-street parking. This is a tool the City can suggest to prospective developers and encourage a holistic approach to parking needs in Harbourtown Centre. Following is a description of how it works:

An applicant may propose to the plan examiner a parking management plan prepared by a professional traffic engineer or parking consultant, documenting that a lower amount of automobile parking is adequate to meet the needs of the proposed use or combination of uses and to prevent traffic or parking congestion on surrounding streets or public lanes: because of unique patterns of peak hour use, the proximity of other public parking areas, proximity to major public transportation routes, the provision of enhanced bike parking, the use of a car share program, or other factors, without the imposition of additional parking management tools. If the plan examiner concludes that the proposed parking management plan will provide automobile parking adequate to meet the needs of the proposed use or combination of uses and to prevent traffic or parking congestion on surrounding streets and public lanes, the plan examiner may approve the parking management plan and may reduce the amount of required off-street parking required to conform with the approved plan.

5.5.3 OTHER CHANGES

Other recommended changes to the City of Kenora Zoning By-Law and the Official Plan include:

1. **Consideration for Bicycle Storage and Facilities** – Currently, there are no provisions in the Zoning By-Law for cycling infrastructure. New development in the Harbourtown Centre could be required to provide infrastructure such as bicycle racks or storage. This would help to incentivize cycling in the area and therefore help to facilitate reductions in automobile infrastructure.
2. **Consideration for all new developments to provide accessible walkways to public sidewalks and waterfront areas.**

3. **Consideration that shoreline areas, other than those developed for public use, be kept naturalized** – in the Zoning By-Law Section 3.30 (Setback from Watercourses and Waterbodies), there is no requirement that land within the setback area be kept naturalized.
4. **Consideration for foundation plantings and other beautification standards in the Harbourtown Centre.**
5. **Waterfront Walkway for Harbourtown Centre** – When a new use commences in a new or existing building located on the waterfront in Harbourtown Centre an easement will be established for the purposes of a waterfront walkway.

5.5.4 IMPLEMENTATION

The recommendations provided above could be made by either:

1. **Modifying the existing Zoning By-Law** to include more specific standards. This would provide parity and create more consistent outcomes for developers.
2. **Updating and Adopting the City of Kenora Waterfront Development Guidelines, 2009**, which provided direction with regards to building design and configuration, maximum building heights, parking standards, landscaping standards, universal accessibility, etc. The existing guidelines are not available on the City of Kenora's website and are likely not being considered for new development in the Harbourfront area. The guidelines should be reviewed and adopted as a Secondary Plan so that it can be enforced; and/or
3. **Updating the Harbourtown Centre Community Improvement Zone** to include more specific standards. Where feasible updating the Zoning by-law will have more consistent messaging to prospective developers.

5.6 ALIGNMENT OF THE PLAN

One of the goals of the project is to align with previous plans and documents which include:

- *2015-2020 City of Kenora Strategic Plan*
- *2015 City of Kenora Official Plan*
- *Downtown Revitalization Phase II*

5.6.1 2015-2020 CITY OF KENORA STRATEGIC PLAN

The City of Kenora Strategic Plan outlines three main goals: Develop the Economy, Strengthen our Foundations and Focus on our People. The first Goal to develop the economy includes the promotion of Kenora to external investment audiences in specific sectors that provide the most promise for job growth and economic diversification. That the City will promote Kenora as a 365 - day lifestyle destination and will support, promote and expand the tourism industry. In recognition of the growing importance of tourism within the economy, Kenora will pursue the recruitment and facilitation of new events which celebrates Kenora as a thriving and dynamic year - round destination.

To this end the Harbourfront Business Development Plan achieves all these goals and is exemplary in these pursuits as it will not only add to quality of life by the addition of passive recreation and other amenities of the downtown and become a great destination for residents and tourist but will also be a catalyst for business growth.

As well the Harbourfront Master Plan not only identifies ways to improve development of the lakefront but also a model for sustainability for new buildings. This aligns with the strategic plan that identifies that Kenora be “Stewards of the Lake” and “Stewards of the Land” by safeguarding water quality on our lakes and optimizing waste diversion practices that reduce future landfill requirements.

Finally, the goals and objectives of the masterplan outlines for The City to continue to build and strengthen their working relations with Indigenous Partners, including Treaty 3 and the surrounding Indigenous communities. Great strides were made during the process of the masterplan which set out particular areas in which Kenora can continue to outreach and build relationships by closer collaboration through the next phases of this project.

5.6.2 2015 CITY OF KENORA OFFICIAL PLAN

The Harbourfront Business Development Plan not only supports the City's Vision outlined in the official plan but aligns with the relatable principles of Sustainable Development, the protection of the Natural Environment, a Diversified Economy, a Tourist Destination and inclusivity of the Community and Aboriginal Engagement.

Specifically outlined for Harbourn Centre, a special planning area - It is the intent 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. The new developments proposed for Harbourfront would meet this goal and distinguish it as the heart of the downtown.

5.6.3 DOWNTOWN REVITALIZATION

The Harbourfront design is well integrated into previous completed Downtown Revitalization work as well as future identified projects. The proposed developments put forth complete the vision for the Downtown and Kenora.