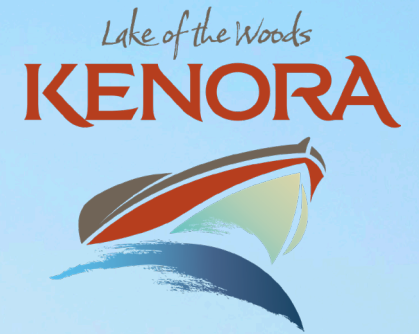


# 5-YEAR TOURISM AND ECONOMIC DEVELOPMENT STRATEGY



**CITY OF KENORA**

(June 2021)





**URBAN**  
SYSTEMS

**PREPARED FOR:**

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## INTRODUCTION



The City of Kenora acknowledges that our community sits on Treaty 3 land in the traditional territory of the Anishinaabe Peoples. The City of Kenora and this 5-Year Tourism and Economic Development Strategy recognize the historic connection of Indigenous peoples to this place as original inhabitants of the area. It is also recognized the importance Indigenous peoples and communities have in the current and future growth and development of Kenora's tourism sector and local economy.

The City of Kenora is a progressive and resilient community located in northwest Ontario on the scenic and world-renown Lake of Woods. Kenora's location in a prominent tourism and natural resource rich region has provided several advantages to the evolution and establishment of the community's local economy. The community's proximity to neighbouring jurisdictions including the City of Winnipeg and United States, has supported Kenora's development as a well-established destination. The local tourism industry is a key pillar of Kenora's economy, which has developed into a service hub and centre for the region.

The City's recently completed Vacant Lands and Growth Strategy report (March 2020) estimated Kenora's population to grow between 16,986 (low estimate) and 17,371 (high estimate) residents by 2039. Anticipated growth presents several considerations for the City in regards to managing it. This includes expanding and diversifying Kenora's economy for a growing community through efforts that include facilitating economic diversity. The objective is to create a sustainable and robust economy through the establishment of high-value, knowledge-intensive jobs and activities within the community.

The City has strategic planning frameworks in place to guide the trajectory of this growth. The 5-Year Tourism and Economic Development Strategy is a necessary addition to existing work completed by the City. It addresses the need to build off Kenora's traditional economic sectors, such as forestry and tourism, by providing an overarching guide for City efforts and resource allocation. This Strategy will act as a central document in guiding City Council and staff decision making regarding the municipality's pursuit of growth and development and how to utilize limited financial and human resources.

This Strategy includes a vision statement and guiding principles supplemented by a series of goals, objectives and tactics designed to move Kenora closer to its long-term vision for tourism and economic development. A monitoring and evaluation framework for helping Kenora track plan progress has been included to understand the effectiveness of City and stakeholder efforts in promoting growth.

The process to develop this Strategy began in the summer of 2020, a period in which local, regional and national economies around the world grappled with the impacts resulting from the COVID-19 pandemic. This Strategy includes a focus on identifying initiatives and use of resources that the City may utilize to support post-COVID economic recovery in Kenora. By making strategic investments, strengthening its economic development capacity, better leveraging regional economic development and related organizations, and targeting its investment attraction efforts, Kenora will be well positioned to realize growth, diversification, and economic participation in the community.



## PROJECT BACKGROUND

The City has completed various tourism and economic development planning initiatives over the past fifteen years, including:

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

While progress has been made in implementing certain directives or components of those initiatives, ongoing developments and evolution of local and regional conditions has resulted in new challenges and opportunities not considered in past planning activities. In addition, the establishment of a Municipal Accommodations Tax (MAT) program in Kenora has enhanced the City's role and mandate in facilitating tourism and economic development. The MAT program is providing the City with a sustainable stream of resources to utilize in furthering tourism and economic development in Kenora.

This 5-Year Tourism and Economic Development Strategy was initiated in response to the identified need to create an overarching, fresh and modern strategy for Kenora. This includes consolidating past economic and tourism priorities that remain relevant today into a document that can be readily implemented by staff and inform the use of municipal resources and MAT funds.

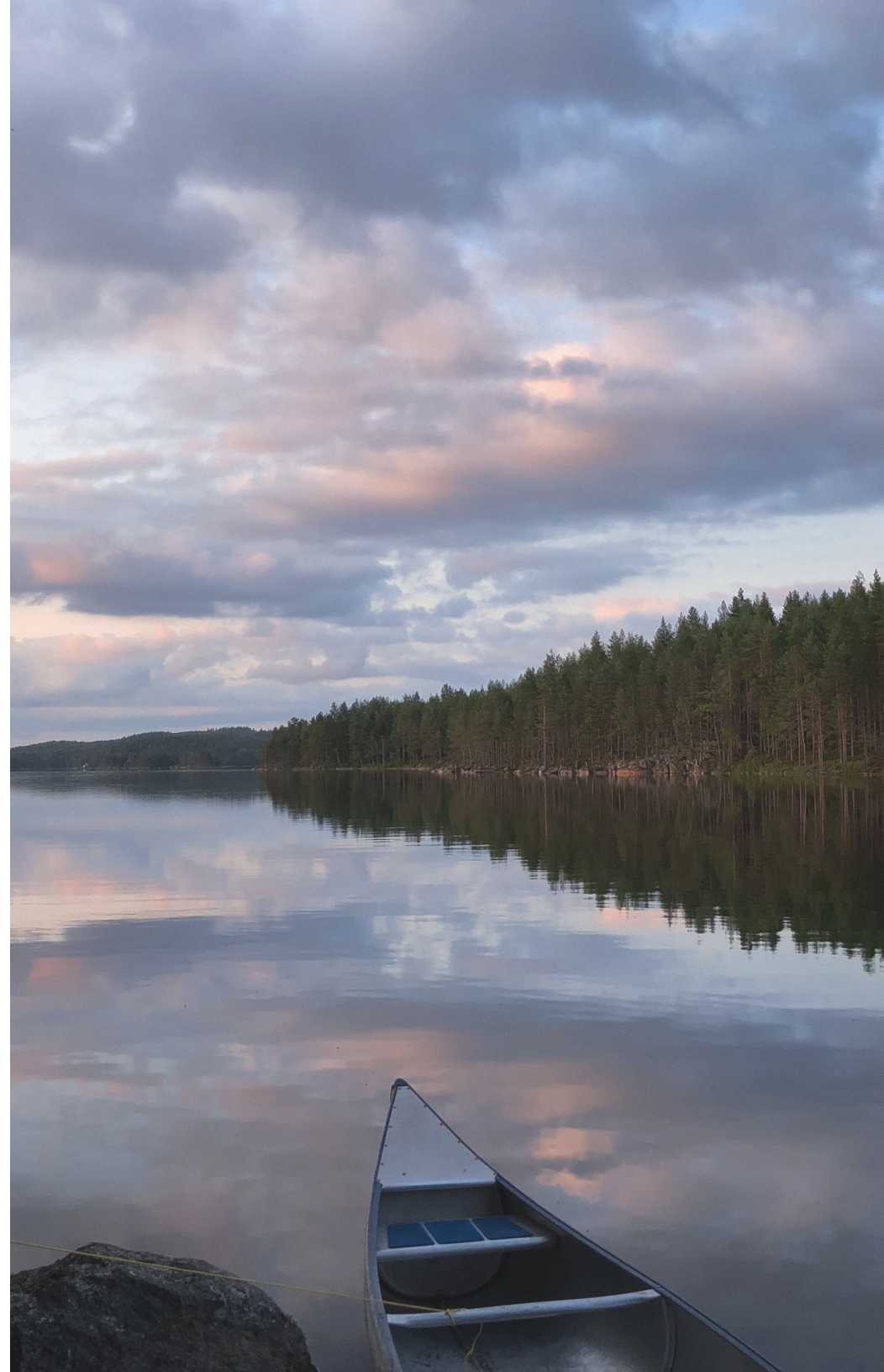




Fig. 1. City of Kenora 5-Year Tourism and Economic Development Strategy Intent

## STRATEGY INTENT

A municipal government's role in tourism and economic development is not to dictate but to inform the direction and pace at which growth in the community occurs. Several entities and stakeholders are involved the evolution of a community's local economy, including residents, business owners, landowners, developers, provincial and federal governments, investors and media. Their collective efforts are informed by developments and events largely out of their control, including provincial and national economies, global commodity prices and national and international laws and trade agreements.

A strategy of this type functions best as a tool to unite and guide residents, developers, investors, entrepreneurs and business owners to the ways in which the City is working to influence and support tourism and economic development. This Strategy is intended to clarify the City's role and provide a more focused approach in facilitating tourism and economic development locally and regionally.

The intent of the 5-Year Tourism and Economic Development Strategy is:

- To provide Kenora with a comprehensive strategy to guide municipal efforts in growing and diversifying Kenora's local economy for the next five years and beyond as resources become available.
- To set a clear and transparent framework for the use and allocation of Municipal Accommodations Tax (MAT) revenues to promote tourism and economic development.
- To engage with partners and key stakeholders in identifying opportunities and strategies for growth and clarify their respective roles.
- To build off existing efforts undertaken by the City and further existing and relevant and key initiatives and priorities.
- To provide a strategy that enables staff to develop year-to-year work plans and provide clear direction for the City's tourism and economic development efforts, including identification the resources required to move Strategy directions forward.







## PLANNING PROCESS



### 2.1 PROCESS SUMMARY

The 5-Year Tourism and Economic Development Strategy was developed through a collaborative process that involved the following phases:



Each phase included in the planning process is described below:

#### 1. Background Review and Situational Analysis

A review of past studies and reports relevant to tourism and economic development generated by the City and by other agencies was conducted to inform the development of this Strategy. An inventory of past economic goals, objectives and tactics was compiled and assessed for its relevancy in Kenora's current tourism and economic context, including identifying items that have been completed and/or no longer relevant. A list of the studies and reports reviewed during this phase can be found in the Section 2.2 (Supporting Documents) section of this Strategy.

This phase included an analysis of Kenora's current socio-economic situation by gathering and analyzing available demographic, economic and sector data from various statistical and government agencies such as Statistics Canada and Environics Analytics. This information distilled down into key indicators that provide clarity on current economic, labour and demographic conditions in Kenora.

## 2. Business Investor Survey

Initial engagement of the local business community was conducted through the distribution of a “Business Investor Survey” from August to September 2020. The survey included questions focused on understanding the opportunities and challenges encountered by local business community in Kenora. The survey results provided an initial understanding of how City efforts could support existing and new businesses in the future. Survey questions included to the following areas:

- 1. Space and Facilities** – questions related to the existing space and facilities utilized by participant’s businesses.
- 2. Market Share and Financial** – questions regarding participant’s market share/customer base and recent financial conditions of their respective business.
- 3. Workforce** – questions related to the current workforce and experience recruiting and retaining employees of each participant’s business.
- 4. Investment Friendliness and Competitiveness** – questions related to understanding Kenora’s investment friendliness and competitiveness as a municipality and community.
- 5. Priorities to Improve Economic Development** – questions to identify action areas that the City should prioritize to improve the business climate and economic development in Kenora.

68 representatives from different businesses and business groups completed the survey.

## 3. Strategic Planning Sessions

Three strategic planning sessions were held to provide opportunities for senior City staff and stakeholders, consisting of community leaders with knowledge on Kenora’s tourism and economic climates, to participate in setting the Strategy’s direction. Each session involved activities that gauged participants on existing conditions, emerging trends and future opportunities that could be addressed through future City efforts and MAT fund allocations to foster tourism and economic growth. The strategic planning sessions included:

- 1. City Internal Team Session** – session with City staff from different departments that have direct or indirect roles in tourism and economic development, including the economic development, community services and development services staff.
- 2. Tourism Stakeholder Session** – session with City staff and local stakeholders with first-hand experience in Kenora’s tourism industry, including business owners, tourism operators and representatives from business groups and organizations.
- 3. Economic Development Stakeholder Session** – session with City staff and local stakeholders consisting of business owners, representatives from business groups and organizations and local First Nations.

The findings from these sessions included the development of a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis, identification of tourism and economic goals and objectives, and preliminary list of projects and initiatives to further through allocation of MAT funds. An exit survey was provided to each participant to provide further opportunity to offer input into the Strategy’s development.

#### 4. Develop, Review and Finalize Strategy

A draft 5-Year Tourism and Economic Development Strategy was completed and provided to City staff for review and comments. A review period was given to provide staff with the opportunity to review the draft Strategy and provide comments on potential revisions required prior to finalizing the document. In addition, a video presentation and copy of the draft Strategy were provided on the City of Kenora website for residents and stakeholders to review and provide comment via an online exit survey.



#### SUPPORTING DOCUMENTS

This Strategy was informed by several existing plans, reports, strategies, and other key initiatives undertaken by the City since 2008. Key components of the documents have been integrating into this Strategy to ensure continuity where appropriate, relevant and practical. The following documents were reviewed and considered in the development of this Strategy:

- Lake of the Woods Development Commission Tourism Strategy (2008)
- City of Kenora Community Strategy (2009)
- City of Kenora Beaches, Parks & Trails Development Project (2010)
- City of Kenora Economic Development Plan (2012)
- Kenora Boating Sector Profile (2014)
- Kenora Mining Sector Profile (2014)
- Kenora Economic Profile (2015)
- Lake of the Woods Development Commission Tourism Strategic Plan (2015)
- City of Kenora Strategic Plan 2016-2020 (2016)
- City of Kenora Official Plan (2016)
- Kenora Value Added Forestry Profile (2017)
- Kenora Tourism Sector Profile (2017)
- Kenora Harbourfront Business Development Plan (2019)
- Kenora Vacant Lands and Growth Study (2020)





kenora  
discovery centre



### 3.1 SITUATIONAL ANALYSIS

Kenora's economy was traditionally rooted in forestry and natural resource development but has evolved over time into a true mixed economy that is positioned as a regional service centre and tourism destination. A situational analysis was conducted as part of the 5-Year Tourism and Economic Development Strategy planning process to provide a base understanding of conditions in Kenora that may influence or be influenced by tourism and economic development. Some key areas of consideration include:

#### Growth:

Kenora's existing population is approximately 16,000 with estimated seasonal population increases that are often cited as being three times higher. Census data from 2011 to 2016 indicates that Kenora's population decreased by 1.6% during that period. Recently population projections, developed in 2020 as part of the City of Kenora Vacant Lands and Growth Strategy (Growth Strategy), estimate that Kenora's population as of 2019 was 15,937 with the community maintaining annual growth rates between 0.32% and 0.4% over the next 20 years.

#### Workforce:

Kenora's workforce includes approximately 9,000 people with an estimated employment rate of 62% and unemployment rate of 6.8% (2018 Community Profile). The occupations with the highest rate of employment include:

- Sales and Service Occupations (25%)
- Trades, transport and equipment operators and related occupations (18.3%)
- Occupations in education, law and social, community and government services (17.6%)
- Business, finance and administration occupations (11.4%)

In general, Kenora has an aging workforce. The community's resident population maintains a higher median and average age compared to Ontario as a whole. Difficulty recruiting and retaining young workers in Kenora has been cited by local businesses as a key challenge for growth.

## Employment Growth:

Kenora's employment growth was assessed by MDB Insight in 2017 and re-evaluated as part of the 2020 Growth Strategy project. Future employment growth areas were identified that include health and education services, accommodation, food and retail, construction, and professional services. It should be noted that regional development, primarily with the Ring of Fire mineral deposit and other resource activities, could influence employment growth particularly in the mining, construction, and professional service industries. The table to the right indicates the projected trend for employment growth for each industry.

## Local Business Perceptions:

Kenora's local business community contains a diverse mix of small businesses integrated with a select few larger private and public employers. The perspectives of local business are fundamental to understanding where economic opportunities and challenges exist. Some key results of the Business Investor Survey made available to local businesses in the community include:

- 51% of responding businesses have been in operation for more than 15 years.
- 82% of responding businesses have 20 or less staff.
- 62% of responding businesses indicated their customer base and/or market share has increased over the past 3 years.
- 41% of responding businesses reported unfilled positions, including 26% with unfilled positions in excess of 10% of their needed workforce.
- Lack of local training, education and housing cited as by responding businesses the most significant challenges in retaining staff.
- 30% of responding business indicated Kenora's business-friendliness improved over the past 4 years, while 44% indicated no change.

*Further details of the situational analysis can be found in the results of the Strengths, Weaknesses, Opportunities and Threats (SWOT) exercise summarized in Section 3.2 (SWOT Analysis) of this Strategy. Relevant supplementary information can be found in various existing City reports, studies and documents as identified in the "Supporting Documents" list contained in Section 2.1 (Process Summary).*

Industry	Employment Growth Trend
Agriculture, Other Primary	↓
Mining, Oil & Gas	—
Utilities	↑
Construction	↑↑
Manufacturing	↓
Wholesale Trade	↑
Retail Trade	↑
Transportation, Warehousing	↑
Information, Culture	↑
Finance, Insurance	↑
Professional, Scientific, & Technical Services	↑
Other Business Services	↑
Education	↑↑
Health, Social Services	↑↑↑
Arts, Entertainment, Recreation	↑
Accommodation, Food	↑↑
Other Services	↑
Government	↑



## 3.2 SWOT ANALYSIS

An important component in developing strategies to promote tourism and economic development is the expertise and knowledge of a community's municipal staff, local business and community leaders. Together, they can provide accurate and relevant information and insight related to a community's strengths, weaknesses, opportunities, and threats facing the business community or broader region in efforts to promote sector-specific or broader economic growth.

A SWOT analysis is an exercise to frame the Strengths, Weaknesses, Opportunities and Threats (SWOT) that may impact a community in its pursuit of a strategic objective. The elements of the SWOT analysis completed during this Strategy are:

- **Strengths:** Positive attributes or assets currently present in Kenora, particularly in comparison to the broader region (i.e. northwestern Ontario) and Ontario.
- **Weaknesses:** Current and emerging issues or characteristics experienced in Kenora that adversely impact current or future tourism and economic development.
- **Opportunities:** Areas where Kenora can remedy weaknesses or leverage strengths into competitive advantages.
- **Threats:** Trends or characteristics that threaten Kenora's future and position to attract growth and investment and represent potential competitive disadvantages.

Developing the analysis included in this Strategy involved the consolidation of results uncovered in the background review, situational analysis, and strategic planning session consultation efforts. In the context of this Strategy, a SWOT analysis was used to identify internal and external factors that may positively or negatively impact a Kenora's ability to realize its tourism and economic development goals and objectives. The analysis helps begin the process of narrowing the focus for this Strategy by identifying those areas of particular importance where specific action may be required. The results of the SWOT analysis are summarized in Table 1.

Fig. 2. Kenora Tourism and Economic Development SWOT Analysis Summary

Strengths		Weaknesses	
<ul style="list-style-type: none"> <li>• Natural setting and surrounding environment of Lake of the Woods</li> <li>• Available outdoor recreation opportunities and general quality of life</li> <li>• Close to large population centre (Winnipeg) and U.S. border</li> <li>• Progress made on Harbourn town Centre and Harbourfront revitalization</li> <li>• Entrepreneurial spirit and related business supports (e.g. Northwest Biz Centre)</li> <li>• Indigenous presence, culture and growing regional indigenous economy</li> <li>• Abundance of natural resources, attractions and amenities</li> <li>• Recognition as an interprovincial and international visitor and seasonal resident destination</li> </ul>	<ul style="list-style-type: none"> <li>• Progressive and strong civic administration and leadership</li> <li>• Alternative and attractive lifestyle opportunities</li> <li>• Municipally-owned land base is significant</li> <li>• Recently completed City planning initiatives and modern and up-to-date planning and development frameworks</li> <li>• Council dedicated to growing the economy and investing in core renewal</li> <li>• Municipal partnerships and relationships with local business and groups</li> <li>• Positioned as a community leader in regional economic development</li> <li>• All Nations Hospital project and partnership</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of resources to invest in tourism, economic and community assets</li> <li>• Higher general cost of development and infrastructure</li> <li>• Lack of market, affordable and social housing restricts community growth</li> <li>• Seasonality of the tourism industry (summer peak and winter decline)</li> <li>• Growth and complexity of social issues in the community</li> <li>• Topography of area is often a development constraint, limited readily developable lands</li> <li>• Ability to recruit and retain skilled workers, trades workers, young professionals and essential service workers (e.g. healthcare staff)</li> <li>• Gaps in labour pool, including for entry level positions</li> <li>• Active and public transportation options and connectivity</li> </ul>	<ul style="list-style-type: none"> <li>• Existing brand is not defined and inconsistent with Kenora's trendline</li> <li>• Absence of coordinated marketing, information and communication</li> <li>• Public and private access to Lake of the Woods and Winnipeg River</li> <li>• Cost and availability of downtown and waterfront space for tourism and hospitality businesses</li> <li>• Short term accommodations capacity, especially in peak summer season</li> <li>• Lack of venues and infrastructure to accommodate large events</li> <li>• Uncertainty of natural resource sector (forestry and mining)</li> <li>• Public understanding of City development and approvals processes</li> <li>• Cost and quality of utilities (e.g. hydro and internet)</li> </ul>
Opportunities		Threats	
<ul style="list-style-type: none"> <li>• Updating and expanding CIP programs to provide development incentives</li> <li>• Continued growth as a regional health and government service centre</li> <li>• Disposing of surplus municipal lands to generate new development</li> <li>• Growth of the indigenous economy and economic participation in Kenora</li> <li>• Building on existing City initiatives (e.g. open streets)</li> <li>• Leveraging and growing existing relationships and partnerships</li> <li>• Sport tourism and growing Kenora as a tournament centre</li> <li>• Regionalized travel and vacation habits resulting from COVID</li> <li>• Continued revitalization and activation of Harbourn town Centre and Harbourfront</li> </ul>	<ul style="list-style-type: none"> <li>• Capturing economic spinoff from proposed regional major industrial projects</li> <li>• Building up existing attractions as tourism and community amenities (e.g. Mount Evergreen)</li> <li>• Winter tourism is not fully realized and a major growth opportunity</li> <li>• Strategic investments in amenities that support residents and visitors</li> <li>• Expansion of services at the Kenora Airport</li> <li>• Social media marketing to connect with younger visitors and prospective residents</li> <li>• Emergence of new tourism sub-sectors (e.g. eco-tourism and indigenous tourism)</li> </ul>	<ul style="list-style-type: none"> <li>• Growth and visibility of social issues and lack of resources to address them</li> <li>• Permanent business closures and job losses resulting from COVID</li> <li>• Cost and availability of commercial, office and industrial space</li> <li>• Workforce and labour pool that is aging and lacks necessary skills</li> <li>• Exit of small businesses from Harbourn town Centre</li> <li>• Continued growth of housing shortage</li> <li>• Continued ofload of services from the Province to municipalities and pressure to provide services outside of municipal mandate</li> </ul>	<ul style="list-style-type: none"> <li>• Climate change impacts on the natural environment and Lake of the Woods</li> <li>• Generating local support for development projects</li> <li>• Misinformation and inability to control messaging online and in social media</li> <li>• Changing leadership may shift emphasis on tourism and economic growth</li> <li>• Reliance on external funding programs that could change with new governments</li> </ul>



## KENORA'S STRATEGY FOR GROWTH



### 4.1 VISION AND GUIDING PRINCIPLES

A vision statement conveys an image of future success that is rooted in the strengths, opportunities, and capacity of a community. It articulates a consistent long-term aspiration and what things will look like once the organization gets there. In Kenora's context, efforts in implementing this Strategy will require efforts across multiple City departments, staff and external stakeholders. Establishing a vision provides a starting point for implementation planning that will serve to inspire, motivate and energize. Kenora's vision for tourism and economic development builds from the City's existing corporate vision as contained in the City's 2016-2020 Strategic Plan:

**“Kenora is a City of choice, renowned as a sustainable, lifestyle community supported by a Municipality committed to excellence.”**

Building on this vision and input received during the Strategy's planning process, the vision for the 5-Year Tourism and Economic Development Strategy has been established to guide the tourism and economic development efforts of the City of Kenora:

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

Guiding principles articulate the approach when implementing the vision and direction of the 5-Year Tourism and Economic Development Strategy. The 5-Year Tourism and Economic Development Strategy and Vision is supported by the following guiding principles:

- **Collaborative** – recognizing the need for positive relationships, partnerships, and connections between public and private sectors and Indigenous Partners.
- **Holistic** – understanding the role and importance of community development in promoting economic growth.
- **Transparent** – being clear and transparent on municipally-led efforts, processes and related results.
- **Responsive** – improving responsiveness of Kenora to capitalize on new and emerging opportunities
- **Diverse** – improving the position of Kenora to achieve economic diversity and long-term sustainability.
- **Practical** – taking pragmatic, implementable and measurable approaches to promoting economic growth and development.
- **Reflective** – ensuring proper monitoring and evaluation of City efforts to ensure resources are utilized to the maximum benefit.





## 4.2 STRATEGY PILLARS

**Strategy Pillars** represent key areas of focus included in this Strategy that work towards achieving the Strategy's vision. Each pillar has a corresponding goal that is complimented by a list of objectives, and tactics to direct the City when investing its financial, human and other resources to achieve the Strategy's vision. The Strategic Pillars are described below:

- **Tourism Development** – sector specific focus on growing Kenora's local tourism industry and position as a service centre for regional tourism operations. This focuses on developing Kenora as a true as a four-season visitor and host destination.
- **Economic Development** – focus on the growth and diversification of Kenora's broader economy, including supporting the growth and retention of local business, attracting new investment into the community, and building strategic partnerships to advance local economic goals and objectives.
- **Tourism and Economic Foundations** – focus on non-sector specific areas influenced or determined by a municipality that are important to creating conditions for tourism and economic growth in a community. This includes available developable land, infrastructure, planning and policy development, quality of life, social welfare and other areas that have direct and indirect implications to economic growth.
- **Municipal Accommodations Tax (MAT)** – focus on providing parameters for the utilization of MAT resources to implement eligible projects focused on improving tourism development, economic development, and municipal foundations in Kenora.

Each pillar has a corresponding goal that is supplemented with a list of objectives and tactics. For the purposes of this Strategy, the included goals, objectives, and tactics are defined as follows:

- **Goals** describe the desired outcome for each pillar that emerged from the Strategy's planning process and collective aspirations of Kenora's municipal staff, business community and stakeholders. Goals are more measurable targets that align with the broader vision of the Strategy. The goal established for the Municipal Accommodations Tax (MAT) pillar has been included separately in Section 5 (Municipal Accommodations Tax Program).
- **Objectives** are descriptive statements that articulate how the Strategy's goals are to be achieved and what must be accomplished in the next five years and beyond. A set of objectives have been provided for each Strategy Pillar and related goal. Objectives established for the Municipal Accommodations Tax (MAT) pillar have been included separately in Section 5 (Municipal Accommodations Tax Program).
- **Tactics** are strategic initiatives proposed to be undertaken with respect to the achieving Kenora's vision, goals and objectives for each pillar. Each tactic includes a list of suggested actions that represent proposed projects, programs, services and other specific initiatives to implement as City resources and staff capacity become available.

## 4.3 STRATEGY GOALS AND OBJECTIVES

The goals and objectives included in this Strategy were developed through an assessment of the Kenora's economic profile and dialogue with City staff and stakeholder on Kenora's tourism and economic needs, values and aspirations. They have been designed to build on the Kenora's strengths, seize existing and emerging opportunities and overcome weaknesses and threats. The following goals and objectives have been developed for the Tourism Development, Economic Development and Municipal Foundations Pillars:

Goals	Objectives
<p><b>1. Tourism Development</b></p> <p>Develop Kenora into a four-season destination.</p>	<p><b>1.1.</b> Enhance four-season visitor experiences.</p> <p><b>1.2.</b> Support Kenora's development as a destination for arts, culture and heritage.</p> <p><b>1.3.</b> Improve lake access, use and boating infrastructure.</p> <p><b>1.4.</b> Advance Kenora's position as a host community for special events.</p>
<p><b>2. Economic Development</b></p> <p>Generate new development, business growth and economic diversity.</p>	<p><b>2.1.</b> Activate development on Kenora's vacant and underutilized lands.</p> <p><b>2.2.</b> Support the growth and retention of local businesses and emerging sectors.</p>
<p><b>3. Tourism and Economic Foundations</b></p> <p>Position Kenora as an attractive, responsive, and investment-friendly community.</p>	<p><b>3.1.</b> Support Indigenous partnerships in tourism and economic investment in Kenora.</p> <p><b>3.2.</b> Undertake planning activities that support tourism and economic development objectives.</p> <p><b>3.3.</b> Develop and invest in strategic infrastructure that supports economic and tourism growth.</p>

Fig. 3. 5-Year Tourism and Economic Development Strategy Goals and Objectives

## 4.4 TACTICS

Sections 4.5 to 4.7 of this Strategy include “Tactic Tables”, as described below in Figure 2, that outline specific projects, programs, strategies, and other initiatives for the City to implement as resources permit. They are intended to act as a guide in informing future City efforts and resource allocation to achieve progress on the broader vision, goals and objectives of the 5-Year Tourism and Economic Development Strategy.

New tactics and suggested actions will emerge throughout the lifespan of the Strategy and beyond. It will be critical for effective implementation of this Strategy to continually assess how new tactics and actions contribute to growth of tourism and economic development in Kenora. Recommendations for monitoring and evaluation of the Strategy’s implementation and progress are included in **Section 6 (Monitoring and Evaluation)** of this Strategy.

The remainder of this section provides Tactic Tables for the relevant Strategy Pillars, goals, and objectives

TACTIC (Name of Tactic identified to achieve relevant Objective)	
Actions	Roles
List of tactic actions, including projects, programs, strategies, and other initiatives to implement through future City efforts.	<p><b>Lead</b></p> <p>City departments, stakeholders and other entities best positioned to lead action implementation.</p> <p><b>Support</b></p> <p>City departments, stakeholders and other entities positioned to support action implementation.</p>

Fig. 4. Strategy Tactic Table Example.



## 4.5 TOURISM DEVELOPMENT

### **GOAL 1: DEVELOP KENORA INTO A FOUR-SEASON DESTINATION.**

The City of Kenora recognizes the need to develop and market Kenora as robust four-season destination for domestic and international visitors. Future City efforts will focus on bringing awareness to Kenora's existing position as a four-season destination and undertake strategic efforts to enhance infrastructure, programming, marketing and awareness. This includes an emphasis in growing visitor rates and overnight stays during shoulder and off-season periods.

This goal is supported by the following objectives and tactics:



Actions and roles for implementation for each objective are provided on the following pages.

## Objective 1.1: Enhance four-season visitor experiences.

TACTIC – Support and develop effective marketing and promotion of local and regional tourism products.	
Actions	Roles
<ol style="list-style-type: none"> <li>1. Create comprehensive Marketing Strategy for tourism which includes branding.</li> <li>2. Develop joint marketing and advertising campaigns that feature local and regional tourism offerings.</li> <li>3. Leverage capacity of industry, government and other non-government organizations responsible for marketing and promotion regionally, provincially and nationally (e.g. Sioux Narrows/Nestor Falls, Destination Northern Ontario, Destination Ontario).</li> <li>4. Continue collecting fresh marketing content (e.g. photos, videos, testimonials) to be used in future promotion.</li> <li>5. Work with vendors and operators to develop new attractive visitor packages and marketing.</li> <li>6. Participate as a vendor to represent and showcase Kenora at trade shows and other relevant events (e.g. Mid-Canada Boat Show, Cottage Country’s Lake and Cabin Show).</li> <li>7. Improve highway and road signage, including directional, wayfinding and highway advertising for tourism amenities.</li> <li>8. Implement data driven advertising campaigns in target regions, including emerging and non-traditional visitor markets.</li> <li>9. Develop metrics to understand optimal use of resources in tourism marketing and promotion.</li> </ol>	<p><b>Lead</b> Community Services</p> <p><b>Support</b> Development Services Community Partners</p>
TACTIC – Develop off-season focused programming in Kenora.	
Actions	Roles
<ol style="list-style-type: none"> <li>1. Continue to work with Science North on enhancing and expanding programming in Kenora.</li> <li>2. Continued partnership with community stakeholders to help support programming (e.g. Harbourtown Biz Tree Lighting Event).</li> <li>3. Work with restaurateurs to develop a three new culinary campaigns/events (fall, winter &amp; spring).</li> <li>4. Develop comprehensive Winter City Strategy for Kenora.</li> <li>5. Undertake smaller-scale winter placemaking initiatives on the Harbourfront to enhance and expand the skating rink (e.g. lighting, firepit and warming hut).</li> <li>6. Continue to create new and enhance existing attractions and exhibits at the Lake of the Woods Discovery Centre including off-season programming (e.g. Speaker series).</li> <li>7. Work with tournament organizers to provide promotional material to participants to showcase tourism content in Kenora.</li> <li>8. Encourage local businesses to participate in winter (e.g. decorative festive window displays and lighting) through incentives, competitions and other events.</li> </ol>	<p><b>Lead</b> Community Services</p> <p><b>Support</b> Development Services Community Partners</p>

TACTIC – Support efforts to improve facilities and infrastructure to promote four-season tourism.	
Actions	Roles
<ol style="list-style-type: none"> <li>1. Support Mount Evergreen in efforts to become a four-season attraction.</li> <li>2. Work with Anicinabe Park operators on development opportunities for winter tourism at the park.</li> <li>3. Enhance and expand current hiking trail network while exploring opportunities for new trails.</li> <li>4. Work on enhancing the snowmobiling/ATV experience in Kenora &amp; Northwestern Ontario.</li> <li>5. Explore improvements to the Whitecap Pavilion to expand use in the off-season.</li> <li>6. Develop promotional installations and spaces to create “photo-op hotspots” for visitors.</li> <li>7. Develop lakefront spaces accessible to local vendors to provide equipment rentals (e.g. kayaks, canoes, paddleboards).</li> <li>8. Support and partner with local and regional tourism operators and organizations to advance Kenora.</li> </ol>	<p><b>Lead</b> Community Services</p> <p><b>Support</b> Development Services Community Partners</p>

**Objective 1.2: Support Kenora’s development as a key destination for arts, culture and heritage.**

TACTIC – Work to increase activity and awareness related to Kenora’s rich history, culture and arts.	
Actions	Roles
<ol style="list-style-type: none"> <li>1. Work with the Muse to support and promote programming.</li> <li>2. Develop and implement ongoing new public art programs that utilize local and regional artists.</li> <li>3. Identify opportunities to include artistic components into the design of City infrastructure and facility projects.</li> <li>4. Support promotion of theatre and musical performances and events in the community.</li> <li>5. Support promotion, development of feasibility studies, grant/funding applications to further museum, art gallery and other cultural facility projects.</li> <li>6. Support development of art and culture-focused events (e.g. arts festivals, world fairs, culture days).</li> </ol>	<p><b>Lead</b> Community Services</p> <p><b>Support</b> Development Services Community Partners</p>



### Objective 1.3: Improve lake access and boating infrastructure.

TACTIC – Undertake initiatives to enhance infrastructure and services that promote lake access and use.	
Actions	Roles
<ol style="list-style-type: none"> <li>1. Establish a Coney Island shuttle service.</li> <li>2. Enhance and expand existing public dock, mooring ball and launch infrastructure.</li> <li>3. Integrate an interactive online platform/map into website that lists lake access points, docking areas, programs, services, other pertinent information.</li> <li>4. Support improvements to key beach and waterfront park areas, including Coney Island and Anicinabe Park.</li> <li>5. Develop and promote new canoe/kayak routes along with existing routes.</li> <li>6. Explore feasibility to redevelop Keewatin boatlift.</li> <li>7. Work with Lifesaving Society and Kenora Recreation Centre to promote water safety.</li> <li>8. Develop dedicated public access point at launches for paddlers (e.g canoes, kayaks and paddleboards).</li> <li>9. Continue promotion of Lake of the Woods and surrounding lakes as a key attraction year around.</li> <li>10. Explore public/private opportunities that would enhance or create new boating infrastructure.</li> </ol>	<p><b>Lead</b> Community Services</p> <p><b>Support</b> Development Services Community Partners</p>

*Note: Docking infrastructure receives a \$60,000-\$80,000 budget allocation annually.*

Objective 1.4: Advance Kenora's position as a host community for special events.

TACTIC – Support event development and growth in Kenora.	
Actions	Roles
<ol style="list-style-type: none"> <li>1. Attract or host at least one major event every two years outside of peak season (September to May).</li> <li>2. Waive city owned venue rental fees for event organizers hosting events that are open to the public.</li> <li>3. Increase and enhance event infrastructure to help support existing and new events.</li> <li>4. Develop and implement an Event Attraction Strategy.</li> <li>5. Complete upgrades to Norman Community Centre to enhance its use a rental venue in conjunction with the Splash Park, Railway Museum and Norman Beach.</li> <li>6. Incorporate event and tournament hosting infrastructure requirements into future planning and capital projects for community recreation, parks and beaches.</li> <li>7. Review City policies on an ongoing basis to reduce barriers for events where feasible.</li> <li>8. Promote events through City of Kenora event calendar and weekly “What’s Happening”.</li> <li>9. Continue providing liaison event planning services for prospective and existing special events.</li> <li>10. Engage organizers of existing well-established events in other communities to consider opportunities for “sister events” in Kenora.</li> </ol>	<p><b>Lead</b> Community Services</p> <p><b>Support</b> Development Services Community Partners</p>

## 4.6 ECONOMIC DEVELOPMENT

### GOAL 2:

### GENERATE NEW DEVELOPMENT, BUSINESS GROWTH AND ECONOMIC DIVERSITY.

The City of Kenora has prioritized the need to create economic diversity in historic and emerging economic sectors as a pillar towards creating a sustainable community. Facilitating new investment, development, and economic diversity will focus on business growth and retention, promoting development on vacant and underutilized lands, and being a leader in creating partnerships and relationships necessary to improve local and broader regional economic outcomes.

This goal is supported by the following objectives and tactics:



Actions and roles for implementation for each objective are provided on the following pages.



**Objective 2.1: Activate development on Kenora’s vacant and underutilized lands.**

TACTIC – Improve the development readiness of publicly owned residential, commercial and industrial lands.	
Actions	Roles
<ol style="list-style-type: none"> <li>1. Identify short term opportunities to extend municipal services to key municipal surplus lands to enable short-term disposition and development.</li> <li>2. Work to complete dispositions processes for targeted municipal surplus lands identified as short to medium-term priority in the Vacant Lands and Growth Strategy (2020).</li> <li>3. Encourage temporary uses on public vacant lands that promote economic activity as an interim use prior to development.</li> <li>4. Support minor capital improvements to select vacant and underutilized lands to enhance their capacity to host temporary uses that generate economic activity.</li> </ol>	<p><b>Lead</b> Development Services</p> <p><b>Support</b> Engineering and Infrastructure</p>
TACTIC – Improve awareness of development opportunities, incentives and partnerships available for vacant and underutilized lands through marketing efforts.	
Actions	Roles
<ol style="list-style-type: none"> <li>1. Promote available program opportunities for brownfield redevelopment.</li> <li>2. Enhance the dedicated municipal surplus land page within the City of Kenora website.</li> <li>3. Develop innovative marketing materials to showcase development opportunities on municipal surplus lands (e.g. promotional videos, flyover videos, conceptual renders).</li> <li>4. Explore partnership opportunities for marketing of vacant lands through available government programs.</li> <li>5. Collaborate with real estate agencies to communicate municipal and private sector land development opportunities.</li> </ol>	<p><b>Lead</b> Development Services</p> <p><b>Support</b> Engineering and Infrastructure</p>

Objective 2.2: Support the growth and retention of local businesses and emerging sectors.

TACTIC – Establish a centralized business hub and resource centre to support local businesses.	
Actions	Roles
<ol style="list-style-type: none"> <li>1. Establish working group of external and internal stakeholders to lead project activities.</li> <li>2. Research available commercial space in Harbourn Centre and broader community to understand market demand.</li> <li>3. Compile and examine best practice case studies of similar facilities.</li> <li>4. Examine feasibility of a centralized mixed use business support hub/facility with programming, facilities and resources to support business growth and development in Kenora.</li> </ol>	<p><b>Lead</b> Development Services</p> <p><b>Support</b> Chamber of Commerce BDC LOWBIC NOIC Harbourn BIZ</p>
TACTIC – Position Kenora to take advantage of specific strategic sector opportunities.	
Actions	Roles
<ol style="list-style-type: none"> <li>1. Assess current state of economic conditions to understand relevant priority sectors.</li> <li>2. Undertake analysis of priority sectors to support Kenora’s economic competitiveness.</li> <li>3. Utilize sector profiles to support investment attraction efforts.</li> <li>4. Research proposed major industrial projects in Northwestern Ontario and determine potential opportunities associated for Kenora to capture.</li> <li>5. Explore strategies to capture economic spinoffs resulting from major industrial and resource development projects tentatively planned or being assessed in the region (e.g. MNWO, Ring of Fire).</li> <li>6. Conduct a Labour Market Needs and Retention Strategy for specific sectors.</li> <li>7. Create a short-term accommodations program.</li> </ol>	<p><b>Lead</b> Development Services</p> <p><b>Support</b> Community Services</p>

**TACTIC – Provide supports and information to new and existing businesses through community partner and City led initiatives.**

Actions	Roles
<ol style="list-style-type: none"> <li>1. Continue to work with Kenora Business Partners (Northwest Business Centre, Kenora and District Chamber of Commerce, Lake of the Woods Business Incentive Corporation, Harbourtown BIZ, Northwestern Ontario Innovation Centre) to support the local business community through joint efforts.</li> <li>2. Support Small Business Week workshops, training opportunities and events.</li> <li>3. Work with Lake of the Woods District Stewardship Association to deliver survey to understand economic impacts of seasonal residents.</li> <li>4. Partner with Harbourtown BIZ to advance its mandate to undertake beautification and shop local initiatives.</li> <li>5. Enhance new business package (Welcome Package) available to new businesses in Kenora.</li> <li>6. Continue delivery of Choose Kenora campaign to showcase local business success stories as a marketing tool.</li> <li>7. Develop package/inventory of available funding and grant opportunities from government and non-government sources that are available to local businesses.</li> <li>8. Explore opportunities to enhance program delivery and financial supports available through the Northwest Business Centre.</li> <li>9. Conduct annual business surveys to understand developments and perceptions of Kenora as a place to do business.</li> <li>10. Explore opportunity to host an annual community business forum / State of the Economy event.</li> </ol>	<p><b>Lead</b> Development Services</p> <p><b>Support</b> Chamber of Commerce KHA LOWDSA Harbourtown BIZ</p>

**TACTIC – Prioritize support of COVID-19 response and relief efforts to assist the local business community.**

Actions	Roles
<ol style="list-style-type: none"> <li>1. Continue implementation of priority objectives under Kenora’s Economic Recovery Plan.</li> <li>2. Continue support and communication efforts through Kenora Business Partners to include provincial and federal government partners.</li> <li>3. Work with regional communities and business and economic development organizations to share information on COVID-19 relief programming and supports.</li> <li>4. Research COVID-19 response programs and activities being undertaken in other communities and by other organizations and evaluate for application in Kenora.</li> <li>5. Continue multi-media communications with local business community to share information on programming and resources.</li> </ol>	<p><b>Lead</b> Development Services</p> <p><b>Support</b> Chamber of Commerce Harbourtown BIZ LOWBIC</p>



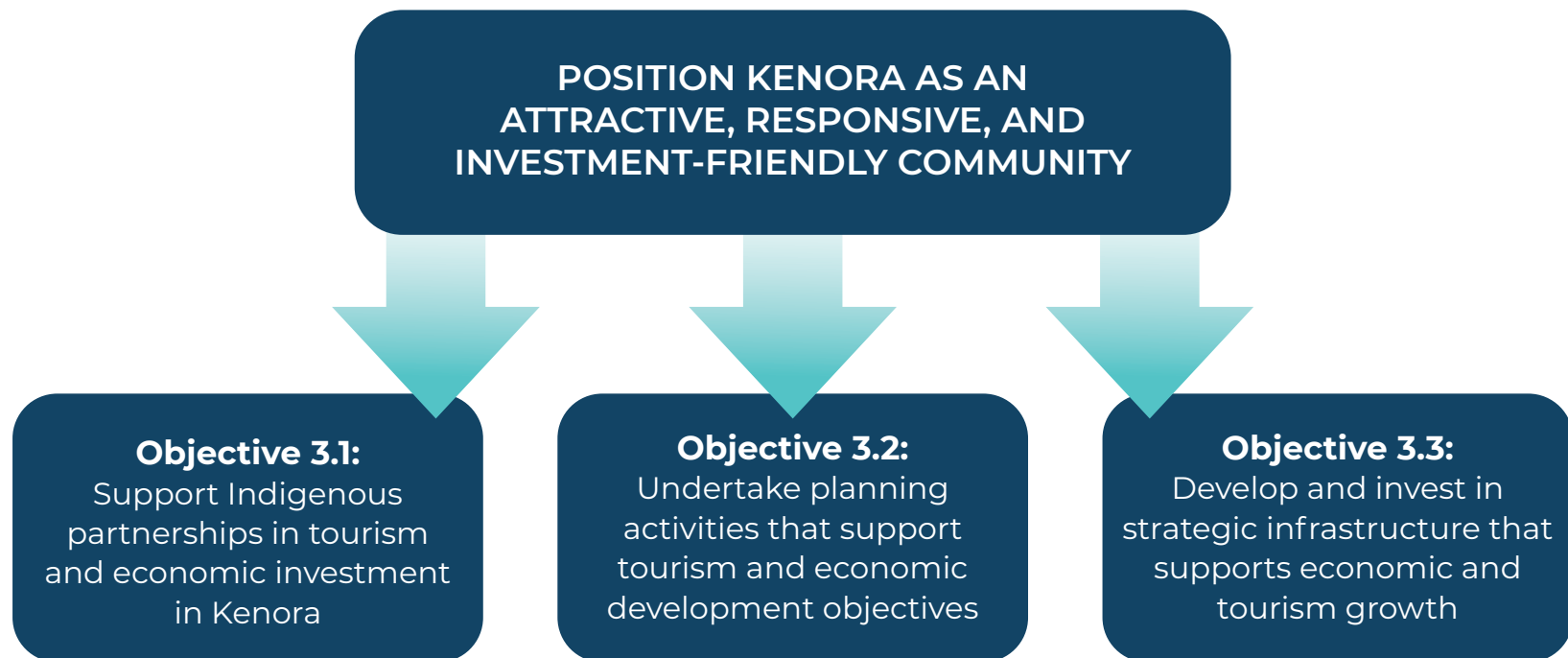
## 4.7 TOURISM AND ECONOMIC FOUNDATIONS

### GOAL 3:

### POSITION KENORA AS AN ATTRACTIVE, RESPONSIVE, AND INVESTMENT-FRIENDLY COMMUNITY.

The City of Kenora recognizes the direct and indirect connections community development, Indigenous economic participation, infrastructure, and community planning have on tourism and economic growth. In the context of this Strategy, efforts identified for improving these foundational areas were done through a lens of promoting tourism and economic development. However, it is understood that future efforts made in these areas will result in broader spillover benefits to social, environmental, and other community conditions in Kenora.

This goal is supported by the following objectives and tactics:



Actions and roles for implementation for each objective are provided on the following pages.

### Objective 3.1: Support Indigenous participation in tourism and economic investment in Kenora.

TACTIC – Partner with Indigenous communities and organizations to advance tourism and economic development opportunities.	
Actions	Roles
<ol style="list-style-type: none"> <li>1. Research and compile information and conduct community outreach on Indigenous economic contributions to Kenora.</li> <li>2. Investigate opportunities for joint municipal-First Nation development projects to better leverage potential funding and grant opportunities.</li> <li>3. Collaborate with local First Nations to include Indigenous heritage displays in key tourism spaces and facilities.</li> <li>4. Partner with local First Nations to create educational material about their traditions for residents and visitors.</li> <li>5. Initiate process with Common Ground to discuss opportunity for Tunnel Island strategic plan and visioning project.</li> <li>6. Identify opportunities for Kenora to partner with First Nations enhance its position as a service and distribution centre for local and remote First Nation communities.</li> <li>7. Provide support (e.g. letters of support) for First Nations seeking funding and resources for economic and community development projects.</li> <li>8. Support the growth of a regional Indigenous tourism industry through marketing, outreach, capacity building and other events and activities.</li> </ol>	<p><b>Lead</b> Development Services Council</p> <p><b>Support</b> Kenora Chiefs Advisory Neighbouring First Nations Grand Council Treaty #3 Kenora Métis Council</p>

Objective 3.2: Undertake planning activities that support tourism and economic development objectives.

TACTIC – Review, update and align Kenora’s plans, policies and procedures to continue to support tourism and investment readiness.	
Actions	Roles
<ol style="list-style-type: none"> <li>1. Prepare process flowcharts and checklists to expedite customer understanding (e.g. development approvals flowchart, list of important contact people, etc.)</li> <li>2. Ensure parks and recreation master planning includes a focus on leveraging parks and recreation facilities for tourism and economic development.</li> <li>3. Explore opportunity to implement a Community Planning Permit System.</li> <li>4. Conduct review and updates of existing Community Improvement Plans and opportunity to expand project areas.</li> <li>5. Continue to highlight and promote Team Kenora approach to external investment audiences.</li> </ol>	<p><b>Lead</b> Development Services</p> <p><b>Support</b> Council Community Services</p>

### Objective 3.3: Develop and invest in strategic infrastructure that supports economic and tourism growth.

TACTIC – Enhance Kenora’s Harbourtown Centre, Harbourfront, Beaches, Parks and key natural areas.	
Actions	Roles
<ol style="list-style-type: none"> <li>1. Develop outdoor market infrastructure to support growth of the Matiowski Farmers Market.</li> <li>2. Install seasonal placemaking installations throughout Harbourtown Centre, Harbourfront and Keewatin Core areas.</li> <li>3. Continue to expand local trail network and active transportation improvements and develop connections to regional trail networks.</li> <li>4. Develop outdoor recreation amenities that can be utilized as a community and visitor amenity (e.g. disc golf, pickleball courts).</li> <li>5. Develop public bathroom facilities in key tourism and economic areas.</li> <li>6. Further develop wayfinding program beyond Harbourtown Centre.</li> </ol>	<p><b>Lead</b> Development Services</p> <p><b>Support</b> Engineering and Infrastructure Community Services</p>
TACTIC – Facilitate housing development to support community economic growth.	
Actions	Roles
<ol style="list-style-type: none"> <li>1. Partner with local and regional agencies to identify housing solutions.</li> <li>2. Continue promotion of the Municipal Capital Facilities By-law to enable affordable housing investment.</li> <li>3. Market opportunities for housing development supported by current and future Community Improvement Plans (CIPs).</li> <li>4. Host an annual Kenora Housing Forum.</li> <li>5. Explore enabling policy for innovative housing development i.e.: tiny homes, suites, additional residential units).</li> </ol>	<p><b>Lead</b> Development Services</p> <p><b>Support</b> Council Engineering and Infrastructure</p>
TACTIC – Implement recommendations of the Harbourfront Business Development Plan.	
Actions	Roles
<ol style="list-style-type: none"> <li>1. Undertake detailed design work and tender ready drawings.</li> <li>2. Prioritize community engagement through all aspects of project implementation.</li> <li>3. Form internal project team to support phased capital implementation.</li> <li>4. Engage with private sector and external investment audiences on partnership opportunities.</li> <li>5. Implement Phase 1 of the Plan.</li> </ol>	<p><b>Lead</b> Development Services</p> <p><b>Support</b> Engineering and Infrastructure Community Services</p>



## MUNICIPAL ACCOMMODATIONS TAX PROGRAM



### 5.1 MUNICIPAL ACCOMMODATIONS TAX PROGRAM INTENT

On April 17, 2018, Kenora Council approved the establishment of a Municipal Accommodation Tax (MAT) to be levied on the purchase of accommodations of short duration within the City of Kenora. A portion of the revenues generated by the MAT will be dedicated for Destination Kenora marketing. The remaining amounts will be utilized for municipal economic development and tourism purposes. MAT reserve funds will be utilized to fund eligible tourism and economic development projects wholly or partially as established through this Strategy and ongoing planning processes. The amount directed to funding eligible projects will differ year-to-year based on the amount of MAT generated each year, which will vary based on hotel and motel occupancy rates. This section provides a framework for the use of MAT funds for eligible projects to achieve tourism and economic development objectives.

**GOAL: ALLOCATE MAT FUNDS EFFECTIVELY TO PROMOTE TOURISM AND ECONOMIC DEVELOPMENT.**

**Objectives:**

1. Support implementation of eligible projects that align with Kenora's tourism and economic development goals and objectives.
2. Support implementation of eligible projects not included in the municipal operating budget process.
3. Identify and approve eligible projects through an open and transparent process.
4. Ensure investment of MAT funds address yields tangible and measurable outcomes.

## 5.2 ELIGIBLE PROJECT CRITERIA

Municipal Accommodation Tax (MAT) funds will be used to support the development and implementation of “Eligible Projects” that work towards achieving the broader vision, goals and objectives of this Strategy. Projects for MAT fund consideration will be evaluated for funding based on alignment with the goals and objectives and this Strategy and adherence to the following Eligible Project Criteria:

### **MAT ELIGIBLE PROJECTS - Eligible projects funded wholly or partially through MAT funds include:**

**Capital Projects** – capital projects and related planning, design and engineering costs that include, but are not limited to:

- Renewing or enhancing an existing tourism facility or asset;
- Placemaking, tactical urbanism and temporary public space installations;
- Improvements to support temporary uses on underutilized and vacant lands;
- Community beautification (e.g. tree planting, public art, façade improvements, lighting, public art);
- Wayfinding and public signage;
- Improvements to surplus municipal land to promote sale and development;
- Improvements to public and private facilities and venues with capacity to host events;
- Projects that enhance access to Lake of the Woods for boating and recreation; and
- Safety improvements to existing tourism assets to improve usage.

**Events** – grants and/or direct financial support, marketing and other supports for new and existing events that meet some or all the conditions included, but are not limited to, below:

- Increases in tourist attendance, overnight stays and visitor spending in Kenora;
- The event is fiscally responsible with a plan to be sustainable over the next three years;
- Results in positive tourism exposure for the City of Kenora;
- Includes innovative strategies or activities that improve the quality of the event experience and increase visitation and spending;
- Result in a strong economic impact and/or increase in visitors to the community;
- Event is open to the public or a private event that results in significant exposure for Kenora’s tourism and/or local economy; and
- Event may be a non-profit or for-profit event.

**Services and Programs** – new and/or expanded services and programs administered through the City and community partners to support the local business community, including but not limited to:

- Business planning supports for local business;
- Workforce training and education activities;
- Networking and local business events; and
- Workforce recruitment.

**Advertising, Marketing and Information** – new and/or expanded services and programs administered through the City and community partners to support the local business community, including but not limited to:

- Community or sector-specific advertising and branding campaigns;
- Data and market research and analysis not specific to an individual business;
- Marketing of available municipal surplus land;
- Community investment readiness information (e.g. sector profiles, updated demographic data);
- Public engagement and consultation activities; and
- Plans, studies, policies and strategies that support tourism and economic development.

**Reserve Funds** – MAT contributions to reserve funds for non-imminent and civic-led tourism and economic initiatives that include:

- City contribution amounts required to apply for tourism and economic development related funding and grant programs;
- Larger tourism and economic related capital projects, including associated capital, planning and design costs;
- Municipally coordinated community events; and
- City acquisition of strategic tourism and economic development assets.

**Ineligible Projects Include:**

- Direct financial supports and/or grants transferred directly to an individual for-profit enterprise to subsidize existing business operations.
- Direct financial supports and/or grants to community groups or non-profit organizations whose core mission does not involve tourism or economic development.
- Development or renewal of core municipal infrastructure (e.g. roads, water, wastewater and drainage projects) included in the City of Kenora 5-Year Capital Plan.
- Services, programs and community grants typically included in the City of Kenora Operational Budget.





HOTEL  
KENRICIA

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COURTESY  
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Walk-ins Welcome



## MONITORING AND EVALUATION



The Strategy should be monitored to evaluate the effectiveness of implementation and the achievement of expected outcomes to ensure City resources invested in tourism and economic development yield tangible benefits to the community. The monitoring process is important, but it should also be practical and within the capacity of City staff to assume. It is recommended that the City undertake internal indicator tracking of available data and information that relates to economic and tourism growth in the community. This includes collecting and analyzing internal City data, Provincial and Federal data and available third-party data. The dissemination of results would be primarily through an annual reporting process that would be presented to City Council, stakeholders and the broader community.

To enhance monitoring and evaluation of the 5-Year Tourism and Economic Development Strategy, it is recommended that the City undertake the following:

1. Include an annual summary of Strategy implementation and related efforts in the City of Kenora Annual Report.
2. Include regular updates to Council, either monthly or quarterly, on Strategy implementation.
3. Conduct “Annual Work Planning” with internal team to determine tactics of focus and identify annual MAT project list for Council approval for each given year.
4. Allocate funding regularly for the purchase and acquisition of available third-party data to supplement Provincial and Federal data (e.g. Census Data) including:
  - a. Environics Analytics
  - b. UberMedia
  - c. CBRE
5. Develop unique “performance indicators” for each Strategy Tactic for internal monitoring, which should consist of:
  - a. Outputs: key performance indicators that capture the timely roll-out of projects and reflect the day-to-day actions of the City’s internal project delivery team.
  - b. Results: intermediate benefits generated in the next five years which should be drawn from a menu of strategically important indicators with supporting data that is readily available to the City.
  - c. Outcomes: which reflect the overall impacts City efforts have on achieving Strategy Goals and Objectives to assess the efficiency, efficacy, and effectiveness of the related efforts being undertaken.





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SHOP

SHOP

Jumpstart



