



A g e n d a

Lake of the Woods Development Commission

Thursday, April 18, 2019 at 9:00 a.m.

Council Chambers, City Hall

1. Call to Order

2. Declaration of Pecuniary Interest and the General Nature Thereof

On today's agenda or from a meeting at which a Member was not in attendance.

3. Confirmation of Minutes

a) LOWDC Minutes

Recommendation:

THAT the Minutes of the SPECIAL Lake of the Woods Development Commission meeting held on March 21, 2019 be confirmed as written and filed.

b) Follow-Up from Previous LOWDC Meetings

- i) Update on the Strategic Plan
- ii) Prioritization of Projects identified
- iii) Request to Council to finance projects identified

c) Tourism Committee Minutes

There are no Tourism Committee Minutes to be confirmed at this time.

4. New Business:

Financials

5. Other Commission Business

a) Economic Development

- i) EDO Update
- ii) Youth Internship Application
- iii) Comparative Advantage Analysis Report

b) Tourism

- i) Tourism Officer Report
- ii) Tourism Special Events Grant Approval

6. Communications and/or Announcements

a) Roundtable

7. Next meeting Date & AGM Date – to be determined

8. Adjournment
Adjourn Meeting

LOWDC Tentative 2019 Meeting Schedule

Friday	May 17	Monthly Meeting
Friday	June 21	Monthly Meeting
Tuesday	July 2	Reports for Council are due
Tuesday	July 16	Q2 Report to Council
Friday	July 19	Monthly Meeting
Friday	August 16	Monthly Meeting
Friday	September 20	Monthly Meeting
Friday	October 18	Monthly Meeting
Friday	November 15	Monthly Meeting
Friday	December 20	Monthly Meeting



Minutes

**Of a SPECIAL Meeting of the Lake of the Woods Development Commission
of the City of Kenora
Thursday, March 21, 2019 at 12:00 p.m.
Lake of the Woods Discovery Centre**

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**With** Graham Chaze - Chair, Lindsay Koch – Co-Chair, Teresa Gallik - Treasurer, Councillor Mort Goss, Mayor Daniel Reynard

**Staff** Megan Dokuchie - Economic Development Officer, Josh Nelson - Tourism Development Officer, Kelly Galbraith – Deputy Clerk

## 1. Call to Order

Graham called the meeting to order at 12:00 p.m.

## 2. Declaration of Pecuniary Interest and the General Nature Thereof

There were none declared.

## 3. Review of Tourism Committee Applications

**Moved by Teresa Gallik, seconded by Councillor Goss and Carried –**

That Lake of the Woods Development Commission hereby appoints the following to the Tourism Committee for a term at the pleasure of Council no later than November 14, 2022:-

Heather Gropp  
Rikki Watson  
Elise Bell

## 4. Next Meeting Date

### Discussion:

An update to Council will be required for the proposed work plan and projects identified. Graham will present to Council in camera at the Committee of the Whole meeting on Tuesday, April 9<sup>th</sup>. The AGM will be scheduled for Wednesday, April 17<sup>th</sup> with the LOWDC meeting on this date prior to the AGM.

## 8. Adjournment

The meeting was adjourned at 12:15 p.m.

## Approved Projects

| Name                                       | Description                                                                                                                                    | Estimated Project Value                                                      | Prime           |
|--------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|-----------------|
| Super Summer Sundays Campaign              | A campaign run in partnership with the BIZ to coordinate Sunday shopping and dining hours in the Harbourtown Centre.                           | \$3,000                                                                      | Josh & Megan    |
| Rural & Northern Immigration Pilot Project | A project lead by LOWBIC, the LOWDC funding could provide support for application if the Kenora region is a successful applicant.              | \$4,000                                                                      | Megan           |
| Tourism Start-Up Grant                     | Partner contribution to the Northwest Business Centre to support a Starter Company Plus grant recipient specific to a Kenora tourism business. | \$5,000                                                                      | Megan & Allyson |
| Kenora Airport Authority (KAA) Partnership | Support for KAA activities related to airline attraction efforts.                                                                              | \$5,000                                                                      | Josh & Mort     |
| Mount Evergreen Ski Hill                   | Assistance to Mount Evergreen for the development of a strategic plan and grant for general operating and maintenance costs.                   | \$15,000<br>(\$5,000 Maintenance & \$10,000 Strategic Planning)              | Josh & Graham   |
| Lake of the Woods Discovery Centre         | Enhance Discovery Centre with additional exhibit(s).                                                                                           | \$20,000                                                                     | Josh            |
| Traditional LOWDC Tourism Allocation       | Advertising & Special Events Funding                                                                                                           | \$47,000                                                                     | Josh            |
| Docking                                    | Winnipeg River dock extension & improvements to Harbourfront docking such as cribbing, bumpers.                                                | \$30,000<br>(\$7,500 Wpg. River Launch Keewatin & Remainder to Harbourfront) | Stace & Graham  |
| Advertising & Product Development          | Additional funding for advertising and special events grants.                                                                                  | \$30,000<br>(\$15,000 Advertising & \$15,000 Special Events)                 | Josh & Megan    |
| New Product                                | Slush fund for when new opportunities arise.                                                                                                   | \$30,000                                                                     | Josh & Megan    |

|             |                                                                                                                                                              |                    |             |
|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-------------|
| Washroom    | New public washroom facility to be incorporated as part of Downtown Revitalization (DTRIV)                                                                   | \$50,000 (Reserve) | Megan       |
| Sound Study | To address acoustic issues in the WhiteCap                                                                                                                   | \$25,000           | Josh & Mort |
| Wayfinding  | Fabrication and installation of gateway banners on 2 <sup>nd</sup> Street South. There is hope of partnership opportunity with Destination Northern Ontario. | \$50,000           | Megan       |

|  |                   |
|--|-------------------|
|  | Under \$5,000     |
|  | \$5,000-\$20,000  |
|  | \$20,000-\$30,000 |
|  | \$30,000 +        |

## Projects Identified but Not Approved

| Name                                                                 | Description                                                                                                               | Estimated Project Value                                 |
|----------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|
| Blue Flag Beaches (2020)                                             | Pursue Blue Flag Designation for Coney Island Beach                                                                       | \$2,000                                                 |
| Host a Workshop                                                      | No topic identified                                                                                                       |                                                         |
| Re-locate & Improve Parking Meter in South Harbourfront              | Remove/relocate parking meter at South Harbourfront to reduce bottle neck traffic                                         | \$5,0000                                                |
| Work with new Art Centre & improve local Art Guide (2019)            | Provide funding for technology – Work with Dave at FSet                                                                   |                                                         |
| Launch a standalone website for LOWDC                                |                                                                                                                           |                                                         |
| Coney Island Shuttle                                                 |                                                                                                                           |                                                         |
| Hidden Gems                                                          | Provide an idea of what you might find in the area that you normally wouldn't come across (attractions)                   | \$10,000                                                |
| Conduct MICE Study (Meetings, Incentives, Conferences & Exhibitions) |                                                                                                                           |                                                         |
| Public Water Dispensers (2019)                                       | Portable stations made available as rentals for special events                                                            | \$15,000 – Tourism Kenora is in early talks for project |
| Investment in Winter Carnival                                        | Advertising, grow to be a weekend event, attract tourists                                                                 |                                                         |
| Brand Awareness Campaign (Annual)                                    |                                                                                                                           |                                                         |
| Accommodations/Service Recognition                                   |                                                                                                                           |                                                         |
| Magazine                                                             | Need for independently run magazine                                                                                       |                                                         |
| Growth Analysis & vacant Land Supply                                 | Rural Economic Development (RED) Program                                                                                  | Waiting for funding decision – City has applied         |
| Implement Sounds Study Recommendations (2020)                        | Improvements to the WhiteCap based on findings of the sound study                                                         |                                                         |
| Expand Community Improvement (CIP) Program                           | To be inclusive of housing i.e. developers of multi-unit properties (opportunity to look at zoning in 2020 Official Plan) |                                                         |
| Public Art                                                           | Art campaign similar to Muskies on Main                                                                                   | \$25,000                                                |
| Build a Reserve Fund                                                 | Funding for future projects                                                                                               |                                                         |
|                                                                      | Under \$5,000                                                                                                             |                                                         |
|                                                                      | \$5,000-\$20,000                                                                                                          |                                                         |
|                                                                      | \$20,000-\$30,000                                                                                                         |                                                         |
|                                                                      | \$30,000 +                                                                                                                |                                                         |

## **Big Ideas**

| <b>Name</b>                                              | <b>Description</b>                                                               | <b>Estimated Project Value</b> |
|----------------------------------------------------------|----------------------------------------------------------------------------------|--------------------------------|
| Coney Island Development                                 | Develop Coney Island into a destination for both locals and visitors to the area |                                |
| Evening Foot Ambassador Program                          |                                                                                  |                                |
| Hire Event Recruiter & Developer                         | Position dedicated to attract and develop new events in the area                 |                                |
| Lift from Lake of the Woods to Winnipeg River            |                                                                                  |                                |
| Purchase Kenora Hotel                                    |                                                                                  |                                |
| Acquire Under Performing Commercial Property & Redevelop |                                                                                  |                                |

## **Parking Lot**

| <b>Name</b>                | <b>Description</b>      |
|----------------------------|-------------------------|
| Host Big Event             | i.e. Beach boys Concert |
| Increase Volunteer numbers |                         |



**April 16, 2019**

## **Lake of the Woods Development Commission Report**

**To: Board of Directors**

**Fr: Megan Dokuchie, Economic Development Officer**

**Re: Youth Internship Application to Northern Ontario Heritage Fund Corporation**

### **Recommendation:**

THAT the Board of Directors of the Lake of the Woods Development Commission approves an application to the Northern Ontario Heritage Fund Corporation for a youth intern for a two year period; and further

THAT the Board of Directors of the Lake of the Woods Development Commission approves a contribution of \$25,275.20 over a two year period; and further

THAT the Board of Directors of the Lake of the Woods Development Commission hereby approves any cost overruns associated with the project.

### **Background:**

The Lake of the Woods Development Commission (LOWDC) was successful in securing funding through the Northern Ontario Heritage Fund Corporation (NOHFC) Internship program to engage an Economic Development Intern for a one year period in 2017. Further funding was approved for a second 12 month period beginning in May 2018. The intern was successful in securing full-time employment at another institution in Northern Ontario and left the position prior to the end of the project period. There is an opportunity to apply for another Economic Development Intern and the application was submitted on March 15, 2019.

The key duties and responsibilities of the Economic Development Intern will include:

#### **Marketing:**

- Maintain and implement social media strategies for economic development on a variety of platforms;
- Develop and deliver media to communicate the activities of the LOWDC and economic development department;
- Develop and procure marketing tools in a variety of media;

#### **Special Projects:**

- Project management under the direction of the Economic Development Officer;

#### **Research:**



- Conduct research for project specific activity including identification of best practices;
- Research project funding opportunities;

**Data and Performance Measurement:**

- Develop and implement methodology to collect project performance measures on job creation and other economic impacts;

**Business and Investment Attraction:**

- Deliver activities outlined in Investment Readiness Implementation Plan;
- Develop presentations for investment attraction activities;
- Participate in business projects and site visits with Economic Development Officer.

**Budget:** Funding support has been requested at 71.37 percent for wages. Eligible support under the NOHFC program is 90 percent of wages to a maximum of \$31,500. The City of Kenora has included funding in the Economic Development operating budget to support this project. The LOWDC and City of Kenora will be required to provide a professional development opportunity through the Economic Developers Association of Canada to the intern in order to be eligible to receive a second year of funding support. Total cost of the training was approximately \$6,400 for the previous intern.

**Risk Analysis:** There is low financial risk in pursuing funding for future internships. The impact to the Lake of the Woods Development Commission and City of Kenora budget is minimal. There is positive operational risk in working to secure future funding as it allows for additional human resources in economic development at minimal cost to the municipality.

**Communication Plan/Notice By-law Requirements:** Resolution required at time of agreement execution.

**Strategic Plan or other Guiding Document:**

- 1 – Creating an Open for Business Culture
- 5 – Encouraging Younger Generations to Live and Work in Kenora



**April 16, 2019**

## **Lake of the Woods Development Commission Report**

**To: Board of Directors**

**Fr: Megan Dokuchie, Economic Development Officer**

**Re: Competitive Advantage Analysis**

### **Recommendation:**

THAT the Board of Directors of the Lake of the Woods Development Commission accepts the final report submitted by Urban Systems for the Competitive Advantage Analysis.

### **Background:**

The Lake of the Woods Development Commission (LOWDC) was successful in securing funding through the Northern Communities Investment Readiness (NCIR) program in early 2019 to deliver a Competitive Advantage Analysis. This project was identified as an opportunity through the investment readiness assessment undertaken in 2018.

In February 2019, the Lake of the Woods Development Commission engaged Urban Systems to undertake the project.

### **Key activities:**

#### **Research of Competitive Advantages**

For selected industries, research and validate competitive advantages and proof points. Research included:

- A business cost comparison with competing communities for the selected industries;
- o Development related, ie: setting up or locating a new business in Kenora (one time capital related investment like building permit fees, etc.);
- o Operating costs on an ongoing basis (taxes, labour, utilities, etc.)

#### **Final Report**

The final report includes:

- A summary of competitive advantages for each selected industry in comparison to each competing community;
- o Supported by proof points
- An outline of areas in which Kenora is at a competitive disadvantage, for each selected industry in comparison to each competing community;
- o Supported by proof points
- A summary of what factors Kenora could address to become more competitive in relation to its competing communities;

- A value proposition for the municipality that can be utilized in external marketing efforts and in response to development inquiries.

Urban Systems examined 20 key indicators for the City of Kenora in comparison to: Winnipeg, Steinbach, Dryden and Fort Frances. While the report in its entirety is not recommended to be published, City staff will utilize the information contained within the document to develop a "Quick Facts" piece as well as other marketing materials that can be used in investment attraction.

**Budget:** Funding support of 75 percent to a maximum of \$7,500 was approved. There were cost overruns not anticipated through the claims process due to inflexibility in reallocating costs amongst categories resulting in a budget impact of \$994.25. Total cost of the project to the LOWDC is \$3,494.25.

**Risk Analysis:** There is low risk in approving this report. The project has been completed and the information will be used in marketing efforts to support investment readiness.

**Communication Plan/Notice By-law Requirements:** None

**Strategic Plan or other Guiding Document:**

1 – Creating an Open for Business Culture