



THE CORPORATION OF THE TOWN OF LATCHFORD

BY-LAW No.: 2026-040

Being a By-Law to enter into an agreement with Karen Jones Consulting Inc. to develop a Waterfront Strategic Plan and a 5 year Strategic Plan.

Whereas, pursuant to Section 9 of the Municipal Act, 2001, S.O. 2001, c 25, a Council may enter into Agreements;

And further that the Council for the Town of Latchford deems it expedient to enter into an agreement with Karen Jones Consulting Inc for the development of a Waterfront Strategic Plan and a 5 year Strategic Plan;

Now therefore, the Council of the Corporation of the Town of Latchford hereby enacts as follows:

1. **That**, authority is hereby granted to the Mayor and Clerk to enter into an agreement with Karen Jones Consulting Inc.
2. **And that**, the agreement attached as Schedule A forms part of the by-law.
3. **And that**, any and all actions taken and required to be taken by the Mayor and Clerk on behalf of the Corporation of the Town of Latchford to complete this matter including the execution of the Agreement and any other associated documentation are hereby authorized, confirmed and ratified.
4. **And further that**, this by-law shall come into force and take effect immediately upon the approval of Council.
5. **And finally**, the Clerk for the Corporation of the Town of Latchford is hereby authorized to make minor modifications or corrections of a grammatical or typographical nature to the By-law, after the passage of this By-law, where such modifications or corrections do not alter the intent of the By-law or its associated schedule.

Read a first, second and third time and finally passed on the 13th day of October, 2026.

Sharon Gadoury-East, Mayor

Malorie Robinson, Clerk

KAREN JONES CONSULTING INC.

205 Main Street East
North Bay, ON P1B 1B2

Confirmation of Agreement

Agreement dated: _____, 2026

Between

Town of Latchford
(hereinafter referred to as the "Client")

And

Karen Jones Consulting Inc.
(hereinafter referred to as "KJCO.")

1.0 Scope of Work:

KJCO. is committed to providing exceptional value and services to its clients and to working collaboratively with clients to help them achieve business success.

1.1 Waterfront Strategic Plan and 5 Year Strategic Plan

Building on KJCO.'s original submission, the expanded scope will align the Town's waterfront ambitions with its broader municipal direction, capacity, investment priorities, and community vision. This will result in two plans, a Waterfront Strategic Plan and a 5-Year Strategic Plan, inclusive of implementation and marketing communication support. Research and engagement will be coordinated to reduce duplication while ensuring that each final plan remains distinct, actionable, and ready for Staff and Council use. The approved quote for service and proposal will guide the implementation of the deliverables.

2.0 Ongoing Business Support

In addition to this project, KJCO. provides business development services at a rate of \$250 per hour or as a flat-rate project fee, which can be discussed and agreed upon based on identified needs.

KAREN JONES CONSULTING INC.

205 Main Street East
North Bay, ON P1B 1B2

3.0 Liability and Indemnity

While KJCO. is committed to providing exceptional value to its clients and to work collaboratively with clients to help them achieve business success, the Client acknowledges and understands that the ultimate approval for any funding applications pursued (if relevant) is at the sole discretion of the funding organization. KJCO. agrees to put forth every effort to the best of its abilities to work closely with the Client to ensure accuracy and alignment of the scope of work to business goals. However, the Client agrees to indemnify and hold harmless and forever release and discharge KJCO., its officers, its employees, its personnel and its agents from any and all liability, damages or losses arising out of, or in connection with the scope of work, including the costs of any suits, attorney's fees and other expenses in connection therewith, including trial and appeals therefrom.

4.0 Confidentiality

The Client gives KJCO. permission to discuss information and details of the Client's business operations with the funder organization and its related employees or funding representatives in the course of assessing eligibility and completing the funding application, along with any Third-Party organization contracted to provide services to the Client related to the gathering of information required for the development of the scope of work. KJCO. agrees to keep confidential any and all Client proprietary information that is disclosed during the scope of work process from any outside parties not related to the development of the project without express written permission from the Client.

5.0 Termination of Agreement

KJCO. and the Client reserves the right to terminate this agreement without penalty under the following conditions:

- If the project is abandoned or delayed for any reason, the Client shall pay KJCO. the value of services rendered to the date of abandonment or delay.
- KJCO. reserves the discretionary right to discontinue services in the event of non-payment of fees.
- Unless otherwise agreed, invoices for payment will be issued monthly and are due upon receipt. Interest is payable on invoices not paid within 30 days, at a rate of 1% per month. In the event invoices are overdue, KJCO. will stop work until payment is received.



KAREN JONES CONSULTING INC.

205 Main Street East
North Bay, ON P1B 1B2

6.0 General

- 6.1 This Agreement constitutes the entire agreement between the Parties relating to the subject matter hereof and cancels and supersedes all previous agreements, understanding and negotiations on such subject matter. No alteration or variation of any of the terms or conditions of this Agreement.
- 6.2 Time shall be of the essence of this Agreement.
- 6.3 Each of the Parties agree to pay their respective legal and accounting costs and expenses incurred in connection with the preparation, execution and delivery of this Agreement and all documents and instruments executed pursuant hereto and any other costs and expenses whatsoever and howsoever incurred.
- 6.4 The Parties shall not, without prior consent of the other Party, be entitled to assign, transfer, encumber or create any Security Interest in respect of or otherwise dispose of (collectively, "Transfer") its rights or obligations under this Agreement.
- 6.5 This Agreement shall endure to the benefit of and be binding upon the respective heirs, executors, administrators, successors, and permitted assigns of the Parties.
- 6.6 No waiver of any breach of any term or provision of this Agreement is effective or binding unless made in writing and signed by the Party purporting to give the same and, unless provided, is limited to the specific breach waived.
- 6.7 Each paragraph of this Agreement is severable and, if one or more of the paragraphs are declared invalid, the remaining provisions will remain in full force and effect.
- 6.8 This Agreement may be executed in any number of counterparts which, when taken together, shall constitute one agreement. Delivery of an executed signature page to this Agreement by any Party by electronic transmission will be as effective as delivery of a manually executed copy of this Agreement by such Party.
- 6.9 The Client hereby acknowledges that KJCO. advised the Client to seek independent legal advice in respect of this Agreement. The Client has either obtained such advice or has waived its right to such advice. The Client has had the opportunity to review this Agreement and agrees with its terms.
- 6.10 The person signing on behalf of the Client warrants that they are duly authorized to sign this Agreement on behalf of and to bind the Client.

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KAREN JONES CONSULTING INC.

205 Main Street East
North Bay, ON P1B 1B2

Payment Schedule

Karen Jones Consulting Inc. Fees
\$80,000 CAD (plus applicable taxes)

This will provide an opportunity to move forward with multiple elements of the project simultaneously.

- 50% due upon signing of contract: \$40,000 + HST = \$45,200
- 40% due January 4th: \$32,000 + HST = 36,160
- 10% due on submission of final report and presentation: \$8,000 + HST = \$9,040

Please supply a signed copy and email to info@kjco.ca

IN WITNESS WHEREOF THE PARTIES HAVE EXECUTED THIS AGREEMENT

SIGNED at _____ on the _____ day of _____ 20____

Client:

Client Signature

Name/Title

SIGNED at _____ on the _____ day of _____ 20____

KAREN JONES CONSULTING INC.



Karen Jones-Gibbons, CEO

Authorized Signature

Name/Title

Quote for Service

Prepared For: **Town of Latchford | RFP 2026-02 - Waterfront Strategic Plan Consulting Services**

Date: Sept 4, 2026

REVISED SCOPE OF WORK

Building on KJCo.'s original submission, the expanded scope will align the Town's waterfront ambitions with its broader municipal direction, capacity, investment priorities, and community vision. This will result in two plans, a Waterfront Strategic Plan and a 5-Year Strategic Plan, inclusive of implementation and marketing communication support. Research and engagement will be coordinated to reduce duplication while ensuring that each final plan remains distinct, actionable, and ready for Staff and Council use. The detailed deliverables outlined in the proposal are included in this quote.

#	Deliverables	Key Deliverables	Fee
1	Project Initiation & Community Assessment	Kick-off; document and policy review; waterfront/site assessment; municipal asset, service, demographic, economic and tourism analysis; comparator and best-practice review; integrated SWOT; Council and staff workshops.	\$7,500
2	Community & Stakeholder Engagement	One coordinated engagement strategy; communications materials; online survey(s); 18-20 interviews; 4-6 facilitated public, business, partner, Council and staff sessions; Indigenous and regional partner outreach; engagement summary report.	\$15,000
3	Five-Year Waterfront Strategic Plan & Implementation	Waterfront vision and guiding principles; strategic priorities and actions; tourism, placemaking, connectivity, programming and investment opportunities; opportunity assessment tool; phased recommendations and final Council presentation.	\$9,000
4	Five-Year Municipal Strategic Plan	Community-wide vision, mission and guiding principles; 3-5 municipal priorities; goals and actions addressing governance, services, infrastructure, growth, quality of life and economic resilience, community; draft and final Council presentation.	\$25,500
5	Detailed Implementation & Performance Frameworks	Aligned implementation plans for both strategies with timelines, lead/support roles, partners, cost ranges, funding opportunities, dependencies, risks, KPIs, annual reporting templates and editable action trackers; joint prioritization and alignment matrix.	\$10,000
6	Marketing, Communications & Project Promotion	Engagement launch and awareness campaign; key messages; media release(s); website and social media copy; branded digital graphics/templates; public-facing executive summaries; final-plan launch materials and communications guidance for the Town.	\$8,000
7	Final Design, Accessibility & Implementation Launch	Professional design and AODA formatting of both plans; accessible Word and PDF files; bound copies; Council adoption support; staff implementation orientation; funding-readiness matrix; six-month implementation check-in.	\$5,000
TOTAL PROFESSIONAL FEE (exclusive of HST)			\$80,000

Fee Basis & Inclusions

The fixed professional fee is \$80,000 + HST (\$90,400 including HST). It includes project management, professional consulting services, research, engagement, facilitation, survey administration, travel and accommodations, design, accessibility formatting, printing identified in the original proposal, editable implementation tools, and presentations described above. The Town will provide available background documents, timely consolidated feedback, meeting venues, and support promoting engagement.

Project Timeline

- Detailed timeline to be provided upon project commencement
- The project will be completed on or before March 31, 2027

Waterfront Strategic Plan – Consulting Services RFP 2026-02



SUBMITTED TO:

Malorie Robinson,
CAO/Clerk-Treasurer

The Corporation of the Town of Latchford
10 Main St., Hwy 11, PO Box 10,
Latchford, ON P0J 1N0

August 18, 2026

Malorie Robinson
10 Main St., Hwy 11, PO Box 10,
Latchford, ON P0J 1N0

Re: Waterfront Strategic Plan – Consulting Services

Dear Malorie Robinson,

Karen Jones Consulting Inc. (KJCo.) is pleased to submit this proposal in response to the Corporation of the Town of Latchford's Request for Proposal to develop a comprehensive five (5) year Waterfront Strategic Plan. We welcome the opportunity to partner with Council, Staff, Committee Members and community stakeholders to create a practical, implementation-focused strategy that will transform the waterfront into a vibrant destination that supports residential growth, economic development, tourism, and community use.

As a Northern Ontario consulting firm headquartered in North Bay, KJCo. brings more than 16 years of experience helping municipalities, economic development organizations, Indigenous communities, and businesses build practical strategies that deliver measurable results. Unlike firms that approach Northern Ontario as an external market, our team lives and works in Northeastern Ontario. We understand the unique opportunities, challenges, and relationships that shape economic development across the region, including the benefits a vibrant waterfront can deliver to a rural municipality and broader region.

Our team has direct experience working throughout Northeastern Ontario, including the Temiskaming region, and understands the area's economic drivers, governance environment, and growth opportunities. This local knowledge allows us to move efficiently from research to action while developing recommendations that are realistic, achievable, and aligned with the Town's capacity, priorities, and long-term vision for the waterfront.

KJCo. offers a multidisciplinary team with expertise in municipal strategic planning, economic development, tourism and investment attraction, business retention and expansion, economic analysis, community engagement, municipal communications, and marketing. Our collaborative approach ensures that Council, Staff, Committee Members, residents, businesses, and community organizations are engaged, resulting in a strategy that is supported by those responsible for implementing it.

Our approach is structured, inclusive, and action oriented. **We believe that a successful strategic plan should become a practical decision-making framework rather than a document that sits on a shelf.** Through meaningful engagement, rigorous analysis, and a clear implementation roadmap, we will provide the Town with measurable priorities, actionable recommendations, and practical tools that will support participation in economic development initiatives, improve transparency and accountability, and guide municipal decision-making for years to come.

We are excited about the opportunity to work with the Town of Latchford and believe KJCo. is positioned to deliver a waterfront strategy that will create lasting economic value for the community. We are committed to developing a strategy that not only reflects the aspirations of the community but also provides Council and staff with a practical plan that supports confident decision-making, transparency and accountability, measurable progress, and long-term economic resilience.

Thank you for the opportunity to submit our proposal. We appreciate your consideration and would welcome the opportunity to discuss our submission further. On behalf of KJCo., I will be the lead for all aspects of the project.

Yours truly,



Karen Jones-Gibbons, Ec.D., CEO
Karen Jones Consulting Inc.
205 Main Street East, North Bay, ON P1B 1B2
e. karen@kjco.ca c. 705.493.4525



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Our Understanding of the Project and Latchford

Latchford has a strong foundation for a vibrant waterfront. Located along the Montreal River and Bay Lake, with direct access to Highway 11, the community offers a distinctive combination of natural beauty, outdoor recreation, heritage, and small-town character. With growing interest in Northern Ontario tourism and authentic outdoor experiences, Latchford is well positioned to strengthen its waterfront as both a community gathering place and a visitor destination.

We understand that the Municipality's objective is not simply to improve the waterfront, but to develop a clear, community-informed and achievable vision for how the waterfront can serve Latchford residents, attract visitors, support local businesses, and strengthen the community's sense of place. Our approach will build on existing assets while identifying practical opportunities for enhancement, connectivity, programming, and investment.

Building on Existing Strengths

Latchford does not need to start from scratch. The community already has many of the assets needed to create a successful waterfront experience, including a beach, boardwalk, dock, boat launch, pavilion, playground, Visitor Centre, trails, seasonal food services, seasonal campground, and access to canoeing and kayaking routes. Nearby Greenwood Provincial Park further strengthens the area's outdoor recreation and tourism potential.

The waterfront is also supported by distinctive landmarks and stories. The dam, Montreal River, and world's shortest covered bridge provide opportunities to tell the story of Latchford—from its relationship with water and hydroelectric infrastructure to its logging history and evolution as a Northern Ontario community. These assets can become more than individual attractions; together, they can create a recognizable Latchford experience.

From a Stop to a Destination

A key opportunity is to shift Latchford from a place visitors drive through to a place visitors explore. Highway 11 provides visibility and an opportunity to capture passing visitors, but the challenge is encouraging them to stay longer.

The waterfront can become the anchor for a connected visitor experience that links the waterfront, downtown, trails, camping, heritage attractions, and local businesses. Improved wayfinding could turn individual attractions into a walking journey. For example, directing visitors from Veterans Park to the House of Memories Museum, then to the World's Shortest Covered Bridge, with opportunities to stop at Wilks Dam Fries for a burger or poutine along the way.

Maps, signage, consistent branding, walking loops, heritage interpretation, beautification, and improved amenities can help turn a 15-minute stop into a half-day experience that generates greater economic benefits for the municipality.

A Waterfront for Residents and Visitors

The waterfront should not be designed solely for tourists. A successful strategy must also answer some fundamental questions: What do Latchford residents, businesses, municipal leaders, and staff value about the waterfront today, what is missing, and what would encourage them to use it more often?

Our approach will engage Council, municipal staff, committees, residents, and local businesses to understand the answers to these questions. Through targeted engagement, we will create opportunities for the community to share ideas, identify priorities, and explore the types of spaces, amenities, programming, events, and activities they would like to see. Conversations with local businesses will also help identify opportunities to strengthen the connection between waterfront activity and the local economy.

This engagement will allow us to build a shared vision for the waterfront. A vision that balances community needs with tourism opportunities and is grounded in what is realistic and achievable for Latchford. The result will be a strategy shaped by the community, with clear priorities for creating a waterfront that residents are proud of, want to use, and see as a central part of community life.

Our Opportunity

The opportunity is to make what Latchford already has known, connected, and memorable. By celebrating the community's natural beauty and heritage, improving connections between existing assets, strengthening waterfront amenities, and creating reasons to visit and stay longer, Latchford can transform its waterfront into a signature community asset that supports quality of life, local businesses, tourism, and a stronger sense of place.

KJCo.'s role is to help Latchford define what makes its waterfront special, establish a cohesive vision for its future as a distinctive Northern Ontario destination, and translate that vision into a realistic plan for investment, development, and community use.



Company Profile

Founded in 2010, Karen Jones Consulting Inc. (KJCo.) is a Northern Ontario-based consulting firm specializing in economic development, strategic planning, tourism development, business growth, and community engagement. For more than sixteen years, KJCo. has partnered with municipalities, Indigenous communities, economic development organizations, non-profit organizations, educational institutions, and private-sector businesses to develop practical strategies that strengthen communities and create long-term economic prosperity.

Headquartered in downtown North Bay, KJCo. has built a strong reputation for delivering implementation-focused strategies that balance long-term vision with practical, achievable actions. Our work extends across Northern Ontario and rural communities throughout the province, where we understand the unique economic, demographic, and governance realities facing municipalities.

Over the past sixteen years our team has successfully completed projects involving:

- Municipal Strategic Plans
- Economic Development Strategies
- Tourism Strategies
- Business Retention & Expansion Programs
- Downtown Revitalization
- Investment Attraction
- Market Research
- Business Planning
- Communications Strategies
- Community Engagement



Our multidisciplinary team combines expertise in economic development, planning, economics, investment attraction, communications, tourism, Indigenous engagement, facilitation, web & digital and graphic design. This breadth of expertise allows KJCo. to provide clients with a fully integrated approach that moves seamlessly from research and analysis to engagement, strategy development, implementation planning, and professional presentation.

Strategic Services	Specialized Services
Strategic Planning	Investment Attraction
Market Research & Economic Analysis	Business Planning & Development
Business Retention & Expansion	Regional Partnership Development
Marketing & Brand Development	Project Management
Tourism Development	Stakeholder Engagement

Karen Jones-Gibbons founded KJCo. with the belief that successful strategies are built through meaningful engagement, evidence-based decision-making, and practical implementation. As Chief Executive Officer and Project Manager, she remains directly involved in every project, personally leading stakeholder engagement, research, facilitation, strategic planning, and the development of final recommendations. This hands-on leadership model ensures continuity, accountability, and consistent project delivery from project initiation through implementation.

Our diverse client portfolio provides KJCo. with a unique perspective on economic development, allowing us to understand municipal priorities while also recognizing the needs and perspectives of businesses, investors, workforce partners, tourism organizations, educational institutions, and community stakeholders.

Qualifications of the Project Team

Karen Jones-Gibbons, EcD., Project Manager & Strategic Lead



Karen Jones-Gibbons is the Founder and Chief Executive Officer of Karen Jones Consulting Inc. (KJCo.) and brings more than 16 years of experience in economic development, municipal strategic planning, stakeholder engagement, and business development. An Economic Developer (Ec.D.), certified International Business Retention and Expansion (BR+E) Consultant, and Tourism Excellence North (TEN) Specialist, Karen has led strategic planning initiatives for municipalities, Indigenous communities, economic development organizations, and businesses across Northern Ontario. She is recognized for her collaborative facilitation style and ability to develop practical, implementation-focused strategies. Karen also serves as the Honorary Lieutenant-Colonel of The Algonquin Regiment, bringing additional experience collaborating with military and community partners to support workforce development, leadership, and regional resilience across Northern Ontario.

Project Role: Karen will serve as Project Manager and primary contact, leading project management, stakeholder engagement, facilitation, research, goal and strategy development, implementation planning and presentations to Council.

Frank Gibbons, Project Operations Manager



Frank Gibbons is an Information Technology and Operations Specialist with more than 25 years of experience in project management, business operations, and financial administration. He oversees KJCo.'s operational systems, project controls, contract administration, and financial management, ensuring projects are delivered efficiently, on schedule, and within budget. Frank holds a Computer Programmer Analyst Diploma from Canadore College and previously held the Cisco Certified Network Associate (CCNA) designation.

Project Role: Frank will oversee project administration, contract management, budgeting, scheduling, and quality assurance to support the successful delivery of the project

John Fior, MCIP, RPP, Economic Development & Planning Advisor



John Fior is a professional land use planner and municipal leader with extensive experience in planning, economic development, and local government. Over his career, he has worked with municipalities across Ontario as both a planner and consultant and served for 19 years as a Chief Administrative Officer. His expertise includes investment readiness, strategic planning, downtown revitalization, Business Retention and Expansion (BR+E) initiatives, land use planning, and municipal policy development. John is recognized for his collaborative approach and ability to develop practical solutions that support sustainable community and economic growth.

Project Role: John will provide strategic planning and municipal advisory support, contribute to the infrastructure and service assessments, policy review, economic development strategy, and implementation recommendations.

Mya Cousineau, MSc Economics, Economist & Data Analyst



Mya Cousineau is an economist specializing in economic analysis, community and economic development, tourism research, and data-driven strategy development. She has supported research and policy projects for organizations including the National Research Council Canada and Health Canada, providing economic analysis, industry research, and evidence-based recommendations. Mya holds a Bachelor of Economics and Business from the University of Waterloo and a Master of Economics and Finance from the Barcelona School of Economics.

Project Role: Mya will lead the economic analysis, including contributing to the detailed community analysis, with demographic, economic, and tourism analysis.

Karen Peacock, Community & Tourism Development Advisor



Karen Peacock is a senior leader with more than 30 years of experience in the public, private, and not-for-profit sectors, specializing in strategic planning, workforce development, tourism, and community economic development. She previously served as Senior Coordinator of Workforce Development and Industry Training with Destination Northern Ontario, where she launched the award-winning Tourism Excellence North and Tourism SkillsNet North programs. As Executive Director of the Art Gallery of Sudbury, she successfully led the organization's transformation into a financially sustainable operation. Karen is recognized for combining strategic leadership with practical, community-focused implementation.

Project Role: Karen will support stakeholder engagement, tourism development analysis, and the identification of community-based waterfront placemaking opportunities.

Arrianne Ysabelle Joquin, Communications & Digital Engagement Coordinator



Arrianne specializes in strategic communications, digital engagement, and social media strategy, helping organizations connect with stakeholders through effective online communications. With a background in Information Technology and Mobile and Web Application Development, she combines technical expertise with creative content development to support audience engagement, digital communications, and performance analysis across multiple platforms. She has supported communications and engagement initiatives for municipalities, tourism organizations, and economic development projects across Northern Ontario.

Project Role: Arrianne will support project communications by promoting engagement opportunities, developing digital content, assisting with stakeholder outreach, and managing social media communications throughout the consultation process.

Kim Knight, Graphic Design & Communications Specialist



Kim Knight is a graphic designer with more than 20 years of experience creating professional branding, marketing materials, strategic plans, reports, and digital communications for clients across a variety of sectors. She is recognized for transforming complex information into clear, engaging, and visually compelling documents that enhance communication and improve stakeholder understanding. Kim holds a Diploma in Graphic Design from Durham College.

Project Role: Kim will lead the design of engagement materials, presentations, and the final AODA compliant Waterfront Strategic Plan in both Word and PDF formats. Kim will ensure all project deliverables are professional, accessible, and visually engaging.

Previous Experience

For more than 16 years, Karen Jones Consulting Inc. (KJCo.) has partnered with municipalities, regional economic development organizations, Indigenous communities, government agencies, tourism organizations, non-profit organizations, and businesses across Northern Ontario to develop practical, implementation-focused strategies that strengthen local economies and support sustainable growth.

Our experience includes preparing economic development strategic plans, municipal strategic plans, Business Retention and Expansion (BR+E) initiatives, investment readiness assessments, downtown revitalization plans, tourism strategies, business plans, workforce development strategies, communications plans, and investment attraction initiatives. These projects have required comprehensive economic analysis, stakeholder engagement, facilitation, implementation planning, and measurable action plans.

KJCo. has successfully completed projects for municipalities and regional organizations comparable in size, geography, or economic context to Latchford, including the Township of Minden Hills, Municipality of St.-Charles, Town of Parry Sound, Township of The Archipelago, West Parry Sound Economic Development Collaborative, City of North Bay, Municipality of East Ferris, Almaguin Community Economic Development (ACED), Village of Burk's Falls, Municipality of West Nipissing, and the Village of South River. Through these engagements, our team has developed a strong understanding of the opportunities and challenges facing Northern Ontario communities, including workforce shortages, investment attraction, housing, infrastructure, tourism, downtown revitalization, and business retention.

Our work extends beyond municipalities to include First Nations, regional economic development organizations, tourism organizations, chambers of commerce, educational institutions, and provincial agencies. Clients have included Serpent River First Nation, Destination Northern Ontario, Tourism North Bay, Northeastern Ontario Tourism, Superior Country, Nature and Outdoor Tourism Ontario, the North Bay & District Chamber of Commerce, and YES Employment Services. These partnerships have strengthened our expertise in regional collaboration, tourism development, workforce planning, stakeholder engagement, and community economic development.



A defining strength of KJCo. is our ability to build consensus among diverse stakeholder groups. We have extensive experience engaging municipal councils, staff, businesses, Indigenous communities, funding agencies, regional partners, and residents to develop strategies that are supported by the communities they serve and positioned for successful implementation.

Additional experience includes ongoing project management of the Northern Ontario Pavilion at the Royal Agricultural Winter Fair on behalf of FedNor and the development of *Venture by KJCo.*, a strategic planning training program that helps entrepreneurs develop practical, implementation-ready business strategies.

Similar Projects & References

The following projects demonstrate KJCo.'s experience delivering community-based strategic planning, tourism development, stakeholder engagement, economic development, and implementation planning for small and rural communities. Collectively, they provide relevant experience for developing a Waterfront Strategic Plan that is both community-informed and practical to implement.

Client	Population	Project Type	Relevance to Latchford Project
Township of The Archipelago	~1,000	Strategic Plan	Small rural municipality Waterfront-oriented community Community visioning and goal setting Demographic and economic analysis Public and stakeholder engagement Strategic priorities and implementation
Municipality of St.-Charles	~1,400	10-Year Strategic Plan (2025–2035)	Small rural municipality Collaboration with Council and staff Demographic and economic analysis Public and stakeholder engagement Strategic priorities and implementation
Township of Minden Hills	~6,500	Strategic Plan and Implementation Plan	Small rural municipality Waterfronts and seasonal visitors Demographic and economic analysis Collaboration with staff Public and stakeholder engagement Implementation planning
Town of Parry Sound	~6,500	Strategic Plan Update; Big Sound Marina and Town Dock Operational Review	Waterfront-oriented Northern Ontario community Community surveys, focus groups, and stakeholder engagement Municipal strategic planning and implementation Waterfront operations and governance Tourism and downtown connections Financial, infrastructure, and staffing analysis Public-private partnership assessment Transition and implementation planning
Village of Burk's Falls	~957	Downtown Revitalization and Waterfront Master Plan; Community Improvement Plan	Small rural Northern Ontario municipality Integrated downtown and waterfront planning Community and stakeholder engagement Tourism, market, and best-practice research Waterfront connectivity and placemaking Arts, culture, heritage, and recreation Private-sector investment attraction Phased implementation and cost planning
Mattagami First Nation	~200 community residents; ~700 total members	Waterfront Revitalization Strategy	Small Northern and Indigenous community Community-focused waterfront planning Waterfront recreation and community use Tourism and economic development opportunities Cultural connections and placemaking Partnership-based project delivery Strategic priorities and implementation planning

Collectively, these projects demonstrate KJCo.'s experience working with small and Northern Ontario communities. KJCo. has a strong understanding of how small and Northern Ontario municipalities operate, make decisions, engage their communities, and implement strategic priorities. This experience helps us develop recommendations that are not only ambitious, but also realistic within Latchford's governance structure and capacity. It also allows us to draw on best practices from comparable communities to strengthen community use, tourism, and local economic activity, while simultaneously tailoring the Waterfront Strategic Plan to Latchford's unique needs, priorities, and character.

Village of Burk's Falls

The Village of Burk's Falls retained Karen Jones Consulting Inc. (KJCo.) to develop a comprehensive Downtown Revitalization and Waterfront Master Plan. The project was designed to increase visitation, encourage private-sector investment, revitalize the downtown core, and create a stronger connection between the community's downtown and waterfront areas.



The project included:

- Reviewing existing municipal plans, reports, studies, and background information;
- Conducting market, tourism, and best-practice research;
- Engaging Council, municipal staff, residents, businesses, property owners, community leaders, and other stakeholders;
- Completing a situational assessment, SWOT analysis, and gap analysis;
- Establishing a shared vision and guiding principles for the downtown and waterfront;
- Developing recommendations related to waterfront development, downtown revitalization, connectivity, beautification, recreation, tourism, arts, culture, and heritage;
- Preparing a phased implementation plan with responsibilities, potential partners, timelines, and high-level cost estimates;
- Developing a communications plan to engage residents, businesses, property owners, and visitors; and
- Creating a Community Improvement Plan to encourage property improvements, private investment, and implementation.

The resulting Master Plan provided the Village with a visual concept and practical roadmap for revitalizing its downtown and waterfront over a five-year period. Recommendations were organized into short-, medium-, and longer-term phases and supported by implementation priorities, partnership opportunities, funding considerations, and critical success factors.

Project Relevance: KJCo.'s work with the Village of Burk's Falls is directly relevant to Latchford because it involved helping a small Northern Ontario municipality establish a cohesive vision for its waterfront while strengthening connections to the downtown, local businesses, recreation, tourism, and community life. The project demonstrates KJCo.'s ability to combine community engagement, economic and tourism analysis, placemaking, waterfront planning, and implementation planning to create an actionable strategy grounded in municipal capacity and local priorities.

Mattagami First Nation Waterfront Revitalization Strategy



MATTAGAMI
FIRST NATION



Mattagami First Nation to develop a revitalization strategy for its waterfront. The project focused on establishing a cohesive vision for the waterfront and identifying practical opportunities to enhance community use, recreation, tourism, cultural connections, placemaking, and future economic development.

The strategy brought together complementary expertise in community and economic development, tourism, engagement, and visual planning to identify priorities and create an actionable direction for future waterfront improvements and investment.

Project Relevance: This project is directly relevant to Latchford because it involved developing a coordinated and implementation-focused strategy for an important waterfront asset. The experience demonstrates KJCo.'s ability to work collaboratively with project partners and community leadership to identify waterfront opportunities, establish priorities, and translate a long-term vision into practical recommendations.

Township of The Archipelago

KJCo. partnered with the Township of The Archipelago to develop a Strategic Plan that provides Council and administration with a practical framework to guide long-term community growth, organizational priorities, and informed decision-making. The project focused on identifying strategic priorities that reflected the Township's unique geographic characteristics, community needs, and future opportunities.



The project included:

- Reviewing existing municipal plans, reports, and background information;
- Conducting internal and external environmental analysis and market research;
- Facilitating stakeholder engagement and consultation activities;
- Identifying strategic priorities and long-term community objectives;
- Developing a practical, implementation-focused Strategic Plan; and
- Creating a framework to support Council and senior administration in monitoring progress and guiding future decisions.

The resulting Strategic Plan established clear priorities and actionable recommendations to support sustainable growth, effective governance, and long-term community development while providing Council and senior administration with a practical decision-making framework.

Project Relevance: KJCo.'s work with The Archipelago is relevant to Latchford because it involved working with a small municipality to understand community priorities, engage residents and stakeholders, and turn that input into a practical strategic plan. The project demonstrates our ability to work within a small municipality's capacity while developing clear, achievable priorities for long-term community development.

Municipality of St.-Charles

KJCo. partnered with the Municipality of St.-Charles to develop a 10-Year Strategic Plan (2025–2035) that provides Council and administration with a long-term roadmap for sustainable growth, organizational effectiveness, and community development. The project focused on establishing a clear vision, aligning municipal priorities, and creating a practical framework to guide decision-making, investment, and long-term prosperity.



The project included:

- Reviewing existing municipal plans, policies, financial information, and background documentation;
- Conducting an environmental scan and SWOT analysis;
- Facilitating Council and staff workshops to establish strategic priorities and governance direction;
- Engaging residents and stakeholders through community surveys and facilitated consultation sessions;
- Developing the Municipality's Vision, Mission, and Guiding Principles;
- Identifying strategic priority areas with measurable goals and objectives; and
- Creating an implementation framework with timelines, responsibilities, and performance measures.

The resulting Strategic Plan established measurable priorities, defined key actions, and provided Council and senior administration with a structured roadmap for future decision-making. The Plan also identified priorities to strengthen economic development, attract investment, support local businesses, enhance community vitality, and position the Municipality for long-term sustainability. Following completion of the Strategic Plan, KJCo. was retained to support the implementation of several economic development initiatives identified through the planning process.

Project Relevance: KJCo.'s work with St.-Charles is relevant to Latchford through its focus on community engagement, long-term visioning, and turning community priorities into clear, measurable actions. The project also included a SWOT analysis, Council and staff workshops, resident engagement, and an implementation framework—experience directly applicable to developing a practical and community-supported Waterfront Strategic Plan for Latchford.

Township of Minden Hills

KJCo. partnered with the Township of Minden Hills to develop a five-year Strategic Plan that provides Council and staff with a practical framework for decision-making, service delivery, and long-term community growth.



The project included:

- Development of a comprehensive project work plan and engagement strategy.
- Review of existing municipal plans, studies, and background documentation.
- Environmental scan and strategic assessment.
- Community survey, stakeholder interviews, business roundtables, and public engagement.
- Facilitation with Council and senior staff to establish strategic priorities.
- Development of an implementation framework with measurable actions and performance indicators.

The Township received Strategic Plan and an internal implementation-focused plan that established clear priorities, measurable actions, and a practical roadmap to guide Council decisions and organizational priorities over the next five years.

Project Relevance: KJCo.'s work with Minden Hills is relevant to Latchford because it combined community engagement with practical strategic planning. The project brought together Council, staff, residents, stakeholders, and businesses to identify priorities and translate their input into clear, measurable actions. This experience directly supports Latchford's need for a community-informed Waterfront Strategic Plan with a practical implementation plan.

Town of Parry Sound

Strategic Planning and Waterfront Operations

KJCo. partnered with the Town of Parry Sound on two complementary assignments: updating the municipality's Strategic Plan and completing an operational review of Big Sound Marina and the Town Dock. Together, these projects helped the Town establish an updated community-wide direction while also addressing the long-term management, sustainability, and economic potential of important municipal waterfront assets.



The Strategic Plan update ensured that the Town's priorities reflected changing community needs and positioned Parry Sound for continued growth in a post-pandemic environment. The Big Sound Marina and Town Dock review examined the operating model for these facilities and recommended a sustainable approach following the planned retirement of the existing private-sector operator.

The projects included:

- Reviewing the existing Strategic Plan, operating agreements, financial information, and supporting municipal documentation;
- Conducting community consultations, focus groups, stakeholder interviews, and engagement with Council and municipal staff;
- Developing and administering a community survey;
- Assessing community priorities, changing needs, and emerging opportunities;
- Refining strategic priorities, implementation actions, and performance measures;
- Reviewing the operations of Big Sound Marina, the Town Dock, Northern Perk, and the Harbour Walk Shops;
- Comparing private-sector and municipally operated waterfront management models;
- Completing operational and SWOT analyses;
- Assessing financial, staffing, governance, infrastructure, risk, and liability considerations;
- Identifying opportunities to strengthen connections between the waterfront, downtown businesses, tourism, events, and community gathering spaces;
- Recommending an updated operating and lease structure for Big Sound Marina and the Town Dock; and
- Developing practical next steps for implementation, procurement, operator selection, transition planning, and business continuity.

The updated Strategic Plan provided Council with a refreshed roadmap to guide future decision-making, investment, and community development. The marina and Town Dock review complemented this work by translating the Town's broader priorities related to partnerships, waterfront development, infrastructure, recreation, tourism, and economic diversification into a practical operating model and transition plan.

Project Relevance: KJCo.'s work with Parry Sound is particularly relevant to Latchford because it combined community-wide strategic planning with a focused review of municipal waterfront assets. The assignments required KJCo. to engage residents, businesses, Council, staff, operators, and community partners while considering tourism opportunities, downtown connections, infrastructure needs, financial sustainability, governance, and implementation capacity. This experience will help KJCo. engage the Latchford community in shaping a shared waterfront vision while ensuring the resulting recommendations are practical, sustainable, and aligned with the Town's broader priorities.

References

Client Name	Municipality of St.-Charles
Reference Name	Denis Turcot
Position	CAO
Email Address	dturcot@stcharlesontario.ca
Phone Number	705-867-2032 ext. 206

Client Name	Township of Armour
Reference Name	Dave Gray
Position	CAO
Email Address	cao@armourtownship.ca
Phone Number	705-382-3332

Client Name	Township of Minden Hills
Reference Name	Cynthia Fletcher
Position	CAO
Email Address	cletcher@mindenhills.ca
Phone Number	705-286-1260 ext. 505

Project Methodology & Proposed Approach

The following outlines KJCo.'s methodology for developing the Township of Latchford's Waterfront Strategic Plan. Our approach combines community and stakeholder engagement, waterfront and tourism analysis, strategic planning, and practical implementation to create a clear vision for the waterfront and a realistic plan to make that vision come to life.

We believe successful strategies are built with communities, not for them. By combining local knowledge, evidence-based analysis, and the perspectives of Council, staff, residents, businesses, and community organizations, we will develop a strategy that reflects what Latchford wants its waterfront to become, builds on the assets already in place, and provides practical priorities that can be implemented over time.

Phase 1: Project Initiation and Situational Analysis

Objective: Establish a shared understanding of the project, Latchford's waterfront, and the community's existing priorities, assets, and opportunities. This phase will provide the foundation for meaningful engagement and the development of a practical Waterfront Strategic Plan.

Our Approach: At KJCo., we recognize that every community has its own story, strengths, and opportunities. Rather than applying a one-size-fits-all framework, we will start by building a clear, evidence-based understanding of Latchford's waterfront. Through an in-person site visit, review of existing plans and studies, data analysis, and a Council and Staff workshop, we will assess the waterfront's assets, infrastructure, current use, challenges, and opportunities. This work will establish a shared baseline and identify the key questions to explore with residents, businesses, and stakeholders in Phase Two.

Phase 2: Community & Stakeholder Engagement

Objective: Engage diverse stakeholder groups through a meaningful and inclusive process that identifies shared priorities, strengthens regional relationships, and builds alignment around opportunities for the waterfront.

Our Approach: Meaningful engagement is fundamental to developing a strategy that reflects community priorities and builds long-term support for implementation. Bringing stakeholders together throughout the planning process is the first step toward identifying shared priorities and building consensus around future opportunities. By engaging businesses, residents, community organizations, and municipal leadership, we will ensure the Strategy reflects local perspectives, community capacity, and practical opportunities for the waterfront. This collaborative approach fosters community ownership, strengthens implementation support, and increases the likelihood of long-term success.

Phase 3: Waterfront Strategic Plan Development

Objective: Develop a practical, forward-looking 5-year Waterfront Strategic Plan that reflects community priorities, leverages existing assets, and establishes a clear implementation framework to support sustainable economic growth.

Our Approach: At KJCo., we believe a successful strategy is one that can be implemented. Our experience working alongside multiple small and rural municipalities has shown us the difference between recommendations that look good on paper and actions that create meaningful results. The Waterfront Strategic Plan will provide Council and Staff with a practical decision-making framework that identifies strategic priorities, measurable actions, implementation responsibilities, performance measures, and opportunities for ongoing evaluation. Our goal is to deliver a strategy that becomes an active management tool with a focus on guiding decisions, investments, and partnerships, rather than a document that sits on a shelf.

Work Plan

Phase One: Project Planning & Community Assessment

Phase One: Project Initiation & Community Assessment	
Deliverable	Scope of Work
Project Kick-Off Meeting	Meet with the CAO/Clerk-Treasurer to confirm objectives, scope, timelines, deliverables, engagement expectations, and key project information. Review the proposed work plan and engagement approach and identify relevant plans, studies, data, previous engagement, and local contacts. Regular update meetings will be scheduled throughout the project, with Monday.com used to monitor progress, track deliverables, manage action items, and facilitate collaboration between the Town and KJCo.
In Person Waterfront & Infrastructure Assessment	<p>Following the kick-off, KJCo. will conduct an in-person site visit and walking tour of Latchford's waterfront and key municipal assets with Town staff. This will allow our team to see the waterfront firsthand, understand how the different spaces and assets function together, and identify opportunities that may not be evident through desktop research alone.</p> <p>The site visit will consider:</p> <ul style="list-style-type: none"> • Waterfront infrastructure; • Connections between the waterfront, downtown, trails, camping, and heritage attractions; • Existing wayfinding, signage, accessibility, parking, washrooms, seating, and visitor amenities; • Recreational opportunities, including swimming, fishing, boating, paddling, and trails; • Key views, natural features, landmarks, and opportunities for placemaking; • The condition, functionality, and potential of existing municipal assets; and • Opportunities to improve the experience for residents, visitors, and local businesses.
Documentation & Best Practice Review	We will review relevant municipal policies, infrastructure information, previous waterfront work, tourism materials, and comparable municipalities' initiatives to understand what has already been considered and identify opportunities to build on previous work.
Data Collection & Demographic and Economic Analysis	We will develop a concise profile of Latchford's demographic, economic, tourism, and labour market context. This will include consideration of population trends, visitor activity, Highway 11 traffic, local businesses, tourism assets, recreational opportunities, and relevant regional trends. This analysis will help identify who is using the waterfront today, who could be attracted to it in the future, and what opportunities exist to increase local and visitor use.
Preliminary Situational Analysis & SWOT	Drawing on the previous steps, KJCo. will develop a preliminary situational analysis and SWOT analysis of Latchford's waterfront. These findings will be presented to Council and Staff for validation and refinement during the workshop.
CAO/Clerk-Treasurer Meeting	Before the workshop, we will meet again with the CAO/Clerk-Treasurer to present our work thus far and discuss the participants and agenda for the Council & Staff workshop(s)
Council & Staff Workshops	Following the document review, data analysis, and waterfront assessment, we will facilitate 1-2 workshops with Council and Staff to present and validate our understanding of Latchford's waterfront. The workshop will provide an opportunity to test our findings against the Town's local knowledge, identify gaps or issues requiring further investigation, and develop a shared understanding of the waterfront's current and potential role within the community. Discussions will explore what is working well, what is missing, barriers to use, existing and potential amenities, and opportunities to better serve residents, visitors, and local businesses. Importantly, we will also ask: What do Council and Staff most want to learn from residents, businesses, and other stakeholders? Together, we will identify the key questions that should guide Phase Two engagement. This step will ensure that public engagement focuses on the issues and opportunities where local perspectives are most valuable.
Refine SWOT Analysis	Following the workshop, Council and Staff feedback will also be incorporated into the situational analysis and a refined SWOT analysis that may still be edited following the engagement sessions.

Phase Two: Community & Stakeholder Engagement

Phase Two: Community & Stakeholder Engagement	
Deliverable	Scope of Work
Stakeholder Engagement & Communications Plan	<p>Develop a targeted engagement plan that builds on the findings from Phase One. The engagement approach will identify the key groups to be consulted, engagement methods, and the key themes and questions that will guide discussions. Engagement will focus on understanding how residents, businesses, community organizations, Council, and staff currently use and view the waterfront, what they see as its greatest opportunities and challenges, and what they would like the waterfront to become over the next five years.</p> <p>Key areas of discussion may include, but are not limited to:</p> <ul style="list-style-type: none"> • Waterfront uses, amenities, and experiences; • Recreation, tourism, and community programming; • Opportunities to attract visitors and capture Highway 11 traffic; • Business and investment opportunities; • Infrastructure, accessibility, and connectivity; • Waterfront design, beautification, and placemaking; • Seasonal and year-round use; • Partnerships and funding opportunities; and • Priorities for investment and implementation.
CAO/Clerk-Treasurer Meeting	Meet with the CAO/Clerk-Treasurer to present the proposed engagement plan and materials. We will incorporate municipal feedback before launching the engagement.
Schedule & Host One-on-One Interviews	Conduct up to 10 one-on-one interviews with key stakeholders identified in collaboration with the CAO/Clerk-Treasurer. Participants may include Council, staff, neighbouring municipalities, local businesses, tourism operators, community organizations, and other waterfront users or partners. Interviews of approximately 30 minutes each will be conducted by Zoom, telephone, or in person.
Online Survey	<p>Develop and administer an online community survey to provide a broader opportunity for residents, businesses, seasonal users, and other stakeholders to contribute to the Waterfront Strategic Plan.</p> <p>The survey will build on Phase One findings and gather input on current waterfront use, community strengths and challenges, desired amenities and experiences, tourism and economic opportunities, and priorities for future investment. Quantitative survey results will complement the more detailed qualitative feedback gathered through interviews and facilitated engagement sessions.</p>
Host Roundtable Discussions, Focus Groups & Workshops	<p>Schedule, facilitate, and host in-person engagement sessions with targeted groups, including residents, businesses, community organizations, Council and municipal staff, Indigenous partners, and other waterfront stakeholders. Sessions will be designed to encourage meaningful discussion and collaborative problem-solving around the future of the waterfront. Where appropriate, sessions may use interactive exercises such as priority-setting, opportunity mapping, visioning, and identification of short-, medium-, and longer-term initiatives.</p> <p>2-3 facilitated sessions of approximately 1.5–2 hours each are proposed. Additional sessions can be incorporated if required to ensure meaningful participation. Participants will also be asked to fill out the online survey if they have not already and encourage others in the community to participate.</p>
CAO/Clerk-Treasurer Meeting	Meet with the CAO/Clerk-Treasurer part way through the engagement to discuss themes and provide an update on participation rates
Stakeholder Engagement Report	Compile, analyze, and synthesize all engagement findings into a Stakeholder Engagement Report. The report will identify common themes, areas of consensus, differing perspectives, emerging priorities, and potential opportunities. Engagement findings will be organized around the key strategic themes and used to directly inform the development of the Waterfront Strategic Plan, including its strategic priorities, goals, actions, and implementation framework.

Phase Three: Waterfront Strategic Plan Development

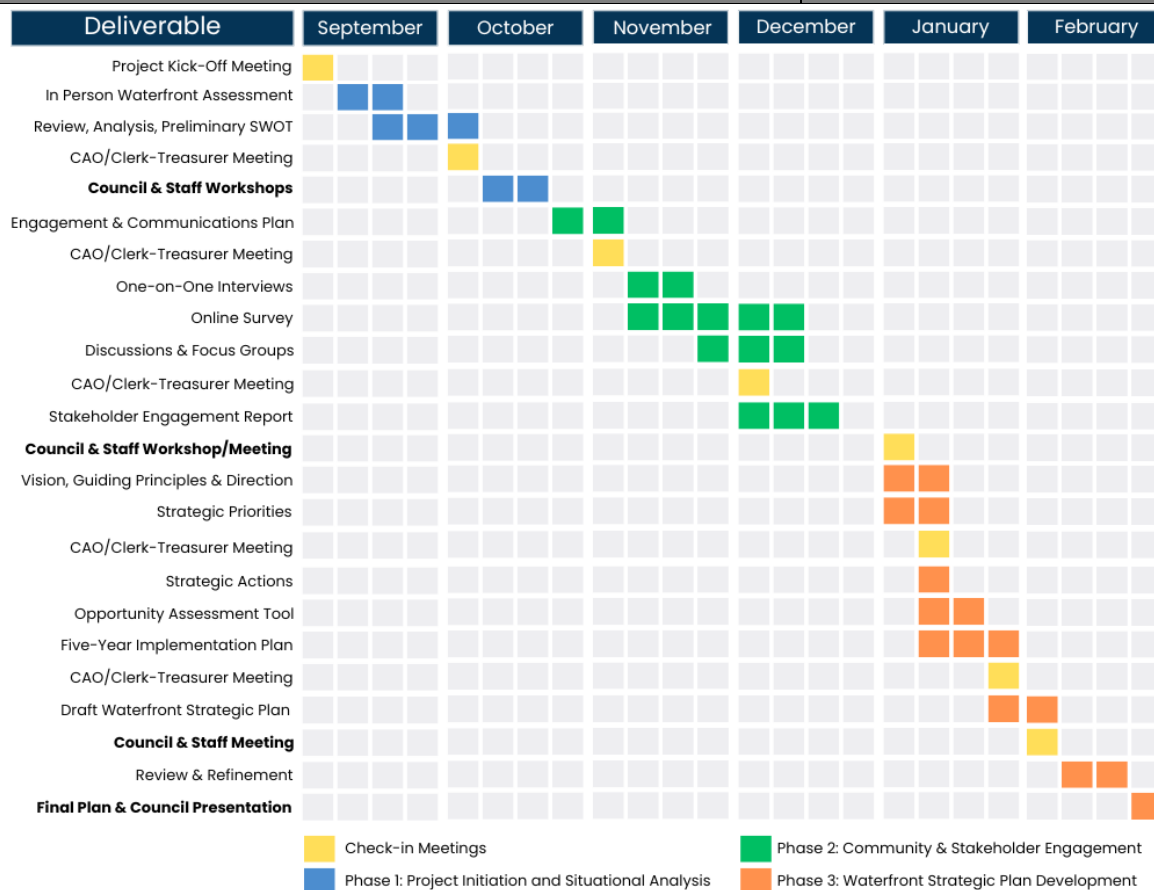
Phase Three: Waterfront Strategic Plan Development	
Deliverable	Scope of Work
Council & Staff Workshop/Meeting	Meet with both the CAO/Clerk-Treasurer and Council to present the draft stakeholder engagement report and review the engagement findings and explore the future vision for Latchford's waterfront. The workshop will provide Council with an opportunity to identify what it wants the waterfront to be known for, define its desired role as a Northern Ontario destination node, and shape the guiding principles that will inform future priorities, investments, and decisions. Findings from the workshop will be used to develop the proposed Waterfront Vision, Guiding Principles, and Strategic Priorities.
Waterfront Vision, Guiding Principles & Cohesive Direction	Building on the community analysis, waterfront assessment, and stakeholder engagement completed in Phases One and Two, KJCo. will establish a clear vision and set of guiding principles for Latchford's waterfront. These will provide a cohesive direction for future waterfront decisions and ensure that individual projects, investments, and improvements work toward a common vision that reflects Latchford's character, natural assets, community needs, and aspirations.
Strategic Priorities	Using the established vision and guiding principles, KJCo. will identify 3–6 strategic priorities that represent the most important areas of focus for achieving the desired future for Latchford's waterfront. Priorities will be grounded in the research and engagement findings and will provide a clear framework for directing future efforts and resources.
CAO/Clerk-Treasurer Meeting	Workshop the proposed vision, guiding principles, and strategic priorities with the CAO/Clerk-Treasurer to confirm that they reflect the community's needs, municipal capacity, and Council's direction before developing the strategic actions.
Strategic Actions	For each strategic priority, KJCo. will develop 5–8 practical strategic actions that translate the Plan's direction into tangible initiatives. Actions will focus on what Latchford can realistically accomplish and will consider impact, affordability, municipal capacity, partnerships, and opportunities for phased implementation.
Waterfront Opportunity Assessment Tool	Develop a practical framework that Council and staff can use throughout the five-year Plan to assess and prioritize new waterfront projects, investments, partnerships, and development opportunities as they arise. The framework will establish consistent criteria for evaluating strategic alignment, community and economic benefits, infrastructure and operational requirements, financial considerations, partnerships, feasibility, risks, and potential phasing, helping the Town make informed and consistent decisions about future waterfront opportunities and improving transparency in decision-making.
Five-Year Implementation Plan	Bring the strategic priorities and actions together into a practical five-year implementation plan. The plan will identify timelines, responsibilities, potential partners, funding considerations, and sequencing, organizing actions into manageable short-, medium-, and longer-term phases. The plan will also include tools to support implementation and measure both progress and results over the five-year period. Tools may include an action tracker, responsibility matrix, and performance measurement framework covering indicators such as project completion, waterfront use, visitation, partnerships, funding secured, infrastructure improvements, and economic impacts. These tools will allow municipal staff to update progress and report to Council over the five-year life of the Plan.
CAO/Clerk-Treasurer Meeting	Present and review the draft Strategic Actions, Waterfront Opportunity Assessment Tool, and Five-Year Implementation Plan with the CAO/Clerk-Treasurer to confirm feasibility and direction.
Draft Waterfront Strategic Plan	Prepare a draft of the full Waterfront Strategic Plan incorporating the vision, guiding principles, strategic priorities, strategic actions, development and investment framework, implementation plan, and performance measures.
Council & Staff Meeting	Present and review the draft plan with the CAO/Clerk-Treasurer and Council to collect comments and feedback to be incorporated into the final draft.
Review & Refinement	KJCo. will incorporate feedback to ensure the Plan is visually appealing and AODA compliant.
Final Waterfront Strategic Plan & Council Presentation	<p>Deliver a professionally designed five-year Waterfront Strategic Plan with 10 professionally bound paper copies, 1 editable Word Document, and 1 electronic PDF that are fully AODA compliant.</p> <p>KJCo. will present the final Plan to Council, highlighting the key findings, strategic direction, priority actions, and recommended next steps.</p>

Anticipated Schedule

KJCo. is committed to delivering a high-quality Waterfront Strategic Plan that meets the Town's timeline while allowing sufficient opportunity for meaningful engagement, comprehensive analysis, and thoughtful strategy development. Our phased approach provides regular opportunities for review, collaboration, and refinement to ensure the final Strategy reflects the Town's priorities and is positioned for successful implementation.

Progress Reporting: KJCo. will meet with the CAO/Clerk-Treasurer at project kick-off and at least biweekly throughout the assignment, with additional milestone meetings identified in the work plan. Council will receive formal updates at three key points including following the situational analysis, following community engagement, and during review of the draft plan. A final presentation to Council will be completed before March 1, 2027. Updates may be delivered in person or virtually, as agreed with the Town.

Project Phase	Target Completion
Project Kick-Off Meeting	Early-September 2026
Phase 1: Project Initiation and Situational Analysis	Early-September – October 23, 2026
Phase 2: Community & Stakeholder Engagement	October 26, 2026 – December 18, 2026
Phase 3: Waterfront Strategic Plan Development	January 4 – February 26, 2027
Draft Waterfront Strategic Plan Meeting	Early February
Review & Refinement	Mid-February
Council Presentation	Late-February
Project Completion	March 1 st , 2027



Budget

KJCo. proposes an all-inclusive professional fee of **\$20,000 plus HST** to complete the Town of Latchford Waterfront Strategic Plan.

Project Phase	Key Activities and Deliverables	Professional Fee
Phase One: Project Initiation and Community Assessment	Project kick-off; waterfront and infrastructure assessment; document and best-practice review; demographic, economic, tourism and community analysis; preliminary SWOT analysis; meetings and workshops with the CAO, Council and staff	\$4,500
Phase Two: Community and Stakeholder Engagement	Engagement and communications planning; stakeholder interviews; online community survey; facilitated engagement sessions; analysis and preparation of the Stakeholder Engagement Report	\$6,000
Phase Three: Waterfront Strategic Plan Development	Waterfront vision and guiding principles; strategic priorities and actions; Waterfront Opportunity Assessment Tool; five-year implementation plan; performance measures; draft and final Waterfront Strategic Plan; professional design and accessibility formatting; Council presentations	\$9,000
	Total Professional Fee	\$19,500
	HST (13%)	\$2,535
	Total Including HST	\$22,035

Fee Inclusions

The proposed fee is all-inclusive and includes:

- All consulting and professional services;
- Project management and regular progress meetings;
- Research, data collection and analysis;
- Stakeholder and community engagement;
- Facilitation of the meetings and sessions identified in the work plan;
- Travel, meals and accommodations;
- Survey development and administration;
- Preparation of engagement findings and strategic recommendations;
- Development of the five-year implementation and performance measurement framework;
- Professional report design and AODA accessibility formatting;
- Ten professionally bound copies of the final Waterfront Strategic Plan;
- One editable and accessible Microsoft Word document;
- One accessible electronic PDF; and
- Presentation of the final Waterfront Strategic Plan to Council.

No additional travel costs, disbursements or professional expenses will be charged without the Town's prior written authorization. Any services requested outside the proposed scope of work will be discussed with the Town and completed only through an approved written scope amendment.

Town of Latchford | RFP 2026-02 - Waterfront Strategic Plan Consulting Services

Quote for Service

SUBMITTED TO:

**TOWN OF
LATCHFORD**

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