



**Corporation of the Town of Latchford
Regular Meeting of Council
Latchford Community Centre
Tuesday October 13th, 2026
6:00 pm**

1. Opening Remarks

2. Adoption of the Agenda

2.1. Resolution No.: 26/169

Moved by:

Seconded by:

Draft Motion

Be it resolved that the October 13th, 2026 agenda be adopted as circulated.

3. Declaration of Pecuniary Interest/Conflict of Interest

4. Adoption of the Minutes

4.1. Regular Council Meeting September 8th, 2026

Resolution No.: 26/170

Moved by:

Seconded by:

Draft Motion

Be it resolved that the Council of the Town of Latchford hereby approve the minutes of the Regular Meeting of Council held on September 8th, 2026 as circulated and presented.

5. Delegations/Public Meeting

5.1. Fotenn Planning + Design – Official Plan & Zoning By-Law

6. Correspondence

6.1. Information Items

Resolution No.: 26/171

Moved by:

Seconded by:

Draft Motion

Be it resolved that the following items be noted and filed for information purposes only.

6.1.1. FedNor Letter Re: Planning Funding

6.1.2. DTSSAB Q2 Report

6.1.3. FONOM – Northern Priority Advancement & Departing Board Member Recognition

6.1.4. FONOM – Investment in Northern Manufacturing

6.1.5. FONOM & NOMA – Call for Federal-Provincial Partnership to Highway 11 & 17 Four Lane expansion

6.1.6. ONTC – Letter Regarding Infrastructure

6.1.7. MPAC Q3 Report

7. Resolutions for Support

8. Reports of Municipal Staff

8.1. Finance Report - Accounts Payable & Payroll Listing for September 3rd, 2026 – October 7th, 2026

Resolution No.: 26/172

Moved by:

Seconded by:

Draft Motion

Be it resolved that the Council of the Town of Latchford approve the attached accounts payable in the amount of \$185,976.76 and payroll expenses in the amount of \$34,353.75.

9. By-Laws

9.1. By-Law 2026-037

Resolution No.: 26/173

Moved by:

Seconded by:

Draft Motion

Be it resolved that By-law No. 2026-037, being a by-law to establish fees and charges to be collected by the Corporation of the Town of Latchford, be read a first, second and third time and finally passed this 13th day of October 2026.

9.2. By-Law 2026-038

Resolution No.: 26/174

Moved by:

Seconded by:

Draft Motion

Be it resolved that By-law No. 2026-038, being a by-law to enter into an agreement with the Minister of Northern Economic Development and Growth for the NORDS Funding Stream, be read a first, second and third time and finally passed this 13th day of October 2026.

9.3. By-Law 2026-040

Resolution No.: 26/176

Moved by:

Seconded by:

Draft Motion

Be it resolved that By-law No. 2026-040, being a by-law to enter into an agreement with Karen Jones Consulting Inc for the development of a Waterfront Strategic Plan and 5 Year Strategic Plan, be read a first, second and third time and finally passed this 13th day of October 2026.

10. New and Unfinished Business

10.1. Memorial/Recognition Board at the playground

10.2. Water and Sewer Rates Project Update

10.3. CAO/Clerk-Treasurer Verbal Update

11. Closed Session

12. Confirming By-Law

Resolution No.: 26/175

Moved by:

Seconded by:

Draft Motion

Be it resolved that the By-law No. 2026-039 being a by-law to confirm the certain proceedings of Council for the Corporation of the Town of Latchford for its Council Meeting held on October 13th, 2026 be read a first, second, third time and finally passed by the Council of the Corporation of the Town of Latchford.

13.Adjournment

Motion to Adjourn

Resolution No.: 26/176

Moved by:

Seconded by:

Draft Motion

Be it resolved that the Council of the Town of Latchford hereby adjourns its meeting at _____ p.m.



Corporation of the Town of Latchford
Minutes of the Regular Meeting of Council
Town of Latchford Municipal Office – Council Chambers
Tuesday September 8th, 2026
6:00 pm

ITEM 4.1.

1. Call to Order and Mayoral Comments

2. Adoption of the Agenda

2.1. Resolution No.: 26/158

Moved by: Councillor Cartner

Seconded by: Councillor Olson

Be it resolved that the September 8th, 2026 agenda be adopted as circulated.

CARRIED

3. Declaration of Pecuniary Interest/Conflict of Interest

None Noted

4. Adoption of the Minutes

4.1. Regular Council Meeting August 18th, 2026

Resolution No.: 26/159

Moved by: Councillor Church

Seconded by: Councillor McDonald

Be it resolved that the Council of the Town of Latchford hereby approve the minutes of the Regular Meeting of Council held on August 18th, 2026 as circulated and presented.

CARRIED

5. Delegations

None Noted

6. Staff Reports

No Staff Reports to Present

7. Correspondence

7.1. Action Items

7.1.1. Accounts Payable & Payroll Listing for August 13th, 2026 – September 2nd, 2026

Resolution No.: 26/160

Moved by: Councillor Cole

Seconded by: Councillor McDonald

Be it resolved that the Council of the Town of Latchford approve the attached accounts payable in the amount of \$22,853.13 and payroll expenses in the amount of \$35,333.00.

CARRIED

7.2. Information Items

Resolution No.: 26/161

Moved by: Councillor Cartner

Seconded by: Councillor Olson

Be it resolved that the following items be noted and filed for information purposes only.

CARRIED

7.2.1. Office of the Solicitor General – 2027 OPP Increase

- 7.2.2. FONOM Media Release - Celebrates Municipal Service and Those Stepping Forward in 2026
- 7.2.3. FONOM Media Release - FONOM Advances Northern Ontario Priorities at 2026 AMO Conference
- 7.2.4. FONOM Media Release - STATEMENT ON U.S. TARIFFS AND CANADA–U.S. TRADE
- 7.2.5. FONOM Media Release – Regional Impact of Ryam Temiscaming Shutdown
- 7.2.6. FONOM Media Release - FONOM Welcomes Prime Minister’s Commitment to Work with Ontario on Northern Highways

8. Business Arising

- 8.1. Memorial/Recognition Board at the playground
Staff provided Council with 3 options and will get pricing for October meeting.
- 8.2. Water and Sewer Rates Project Update
No new updates provided at this time.
- 8.3. MTO
Resolution No.: 26/162
Moved by: Councillor Church
Seconded by: Councillor Cartner
Be it resolved that Council request the Ministry of Transportation reinstate the pavement markings previously in place prior to 2011 represented by the layout attached.
CARRIED

9. New Business

- 9.1. Equipment Surplus
Resolution No.: 26/163
Moved by: Councillor McDonald
Seconded by: Councillor Church
Be it resolved that, Council declare the 2010 Dump Trailer with VIN Number 2AVUDC2A8B1000094 surplus;

And that Council directs staff to accept sealed bids with a minimum bid of \$2,500.00;

And finally that, bids will be accepted until September 22nd, 2026 at 2:00 PM.
CARRIED
- 9.2. Community Sport and Recreation Infrastructure Fund
Mayor Gadoury-East provided Council with the her vision of applying for this funding and paving the boardwalk and getting lights at the ballfield. Mayor Gadoury-East is confident that this vision will bring life back into recreation and allow more opportunities for sports to be played locally.
- 9.3. Fire Protection Grant
Staff applied for this grant from the Fire Marshal’s Office and are hopefully we will be approved for a second round of funding.

Council requested Chief Livingston send in reports quarterly as discussed when the Chief's appointment came into effect.

10.By-Laws

10.1. By-Law 2026-033

Resolution No.: 26/164

Moved by: Councillor Cartner

Seconded by: Councillor Cole

Be it resolved that By-law No. 2026-033, being a by-law to adopt a by-law to govern the proceedings of Council, Local Boards and Committee Meetings herein referred to as the Procedural By-law for the Town of Latchford, be read a first, second and third time and finally passed this 8th day of September, 2026.

CARRIED

10.2. By-Law 2026-034

Resolution No.: 26/165

Moved by: Councillor Church

Seconded by: Councillor Olson

Be it resolved that By-law No. 2026-034, being a by-law to authorize a lease agreement with Sherry Neill and Roger Brazeau for the Beach House for the 2027-2028 season, be read a first, second and third time and finally passed this 8th day of September, 2026.

CARRIED

10.3. By-Law 2026-035

Resolution No.: 26/166

Moved by: Councillor Cartner

Seconded by: Councillor McDonald

Be it resolved that By-law No. 2026-035, being a by-law to authorize an agreement with FedNor, be read a first, second and third time and finally passed this 8th day of September, 2026.

CARRIED

11.In-Camera

12.Adjournment

12.1. By-Law 2026-036 Confirming By-Law

Resolution No.: 26/167

Moved by: Councillor Newell

Seconded by: Councillor Cartner

Be it resolved that the By-law No. 2026-036 being a by-law to confirm the certain proceedings of Council for the Corporation of the Town of Latchford for its Council Meeting held on September 8th, 2026 be read a first, second, third time and finally passed by the Council of the Corporation of the Town of Latchford.

CARRIED

12.2. Motion to Adjourn

Resolution No.: 26/168

Moved by: Councillor Church

Seconded by: Councillor McDonald

Be it resolved that the Council of the Town of Latchford hereby adjourns its meeting at 6:39 p.m. and to meet again at the Regular Meeting of Council scheduled for October 13th, 2026.

And further that, the meeting location be changed to the Community Hall for this meeting only.

CARRIED

**Ministry of Northern Economic
Development and Growth**

Office of the Minister

16th Floor, Suite 1600
438 University Avenue
Toronto ON M5G 2K8

**Ministère du Développement et
de la croissance économique
du Nord**

Bureau du ministre

16^e étage, bureau 1600
438, avenue University
Toronto ON M5G 2K8



774-2026-223

September 14, 2026

Her Worship Sharon Gadoury-East
Mayor
Town of Latchford
sgadoury@latchford.ca

Dear Mayor Gadoury-East:

Thank you for your letter, and for taking the time to share your perspectives regarding support for foundational municipal planning initiatives that help rural communities prepare for future growth, attract investment and strengthen long-term economic sustainability.

I commend your commitment to fostering economic growth and long-term prosperity for the Town of Latchford. As well, I value the discussion you brought forward regarding the importance of ensuring that smaller, rural municipalities have the tools, opportunities and supports they need to remain strong, resilient and investment ready.

In particular, I appreciate your perspective on the role that foundational municipal planning initiatives, including official plans, zoning by-laws, strategic plans, community improvement plans and housing strategies, can play in supporting future growth and helping communities prepare for new economic opportunities.

As you are aware, the current Northern Ontario Heritage Fund Corporation (NOHFC) funding programs focus on a defined range of eligible projects and activities, which does not include municipal planning initiatives.

While municipal planning activities are not eligible for NOHFC funding, you may wish to explore other sources of support, such as the Ministry of Rural Affairs' Rural Ontario Development (ROD) Program. The program includes a Strategies and Plans stream that offers funding opportunities for planning related activities that enhance the ability of communities to be prepared for and engage in economic development. The current intake recently opened and supports communities in preparing for and engaging in economic development opportunities.

Additionally, my ministry's Regional Economic Development Branch is available to help identify potential funding opportunities. I encourage you to work with your Northern Development Advisor, Laurie Ypya, to explore options that may support your community's objectives. Laurie can be contacted by phone at 705-642-6023, or by email at laurie.ypya@ontario.ca.

I appreciate the time you have taken to express and advocate for the needs of smaller, rural municipalities across northern Ontario.

Once again, thank you for writing, and please accept my best wishes.

Sincerely,

A handwritten signature in dark ink, appearing to be 'G. Pirie', with a long horizontal line extending to the left.

The Honourable George Pirie
Minister of Northern Economic Development and Growth
Chair, Northern Ontario Heritage Fund Corporation

c: Malorie Robinson, Chief Administrative Officer / Clerk-Treasurer, Town of Latchford

QUARTERLY REPORT

DISTRICT OF TIMISKAMING SOCIAL SERVICES ADMINISTRATION BOARD

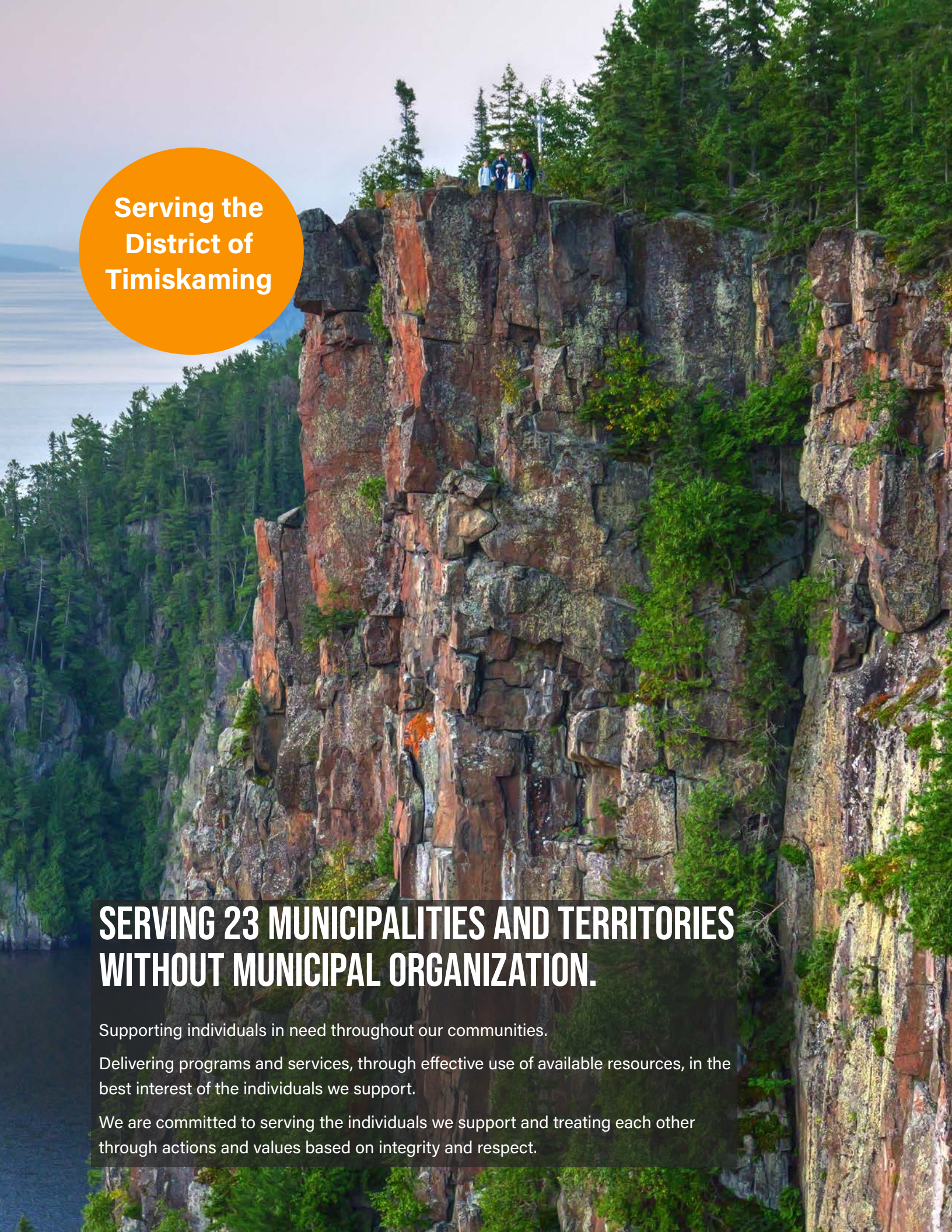
APRIL 2026 - JUNE 2026



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Support. Delivery. Commitment.



Serving the
District of
Timiskaming

SERVING 23 MUNICIPALITIES AND TERRITORIES WITHOUT MUNICIPAL ORGANIZATION.

Supporting individuals in need throughout our communities.

Delivering programs and services, through effective use of available resources, in the best interest of the individuals we support.

We are committed to serving the individuals we support and treating each other through actions and values based on integrity and respect.

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SUPPORT

SUPPORTING INDIVIDUALS IN NEED THROUGHOUT OUR COMMUNITIES.

VIEW MORE REPORTS
AND DATA



www.dtssab.com

TO OUR STAKEHOLDERS

On behalf of the District of Timiskaming Social Services Administration Board, I am pleased to present our Quarterly Report for April 1 to June 30, 2026. This report highlights the work undertaken across Housing Services, Paramedic Services, Early Years and Child Care, and Ontario Works to support individuals and families throughout the District of Timiskaming.

During the second quarter, our teams continued to deliver essential services while strengthening partnerships and responding to the needs of our communities. Housing Services advanced maintenance and capital improvements to support the sustainability of our housing stock and continued working with community partners through homelessness prevention initiatives. Paramedic Services responded to emergency calls, participated in emergency preparedness activities, and expanded access to community-based care through the Community Paramedicine program.

Early Years and Child Care continued to provide learning and developmental opportunities for children and families, while finalizing the Five-Year Early Years and Child Care Service System Plan. Ontario Works continued to support clients through financial assistance, life stabilization, employment supports, and coordinated services with community partners.

The results presented in this report reflect the dedication of our employees and the contributions of the many organizations with whom we work. We remain committed to using available resources effectively, maintaining strong partnerships, and delivering services with integrity and respect.

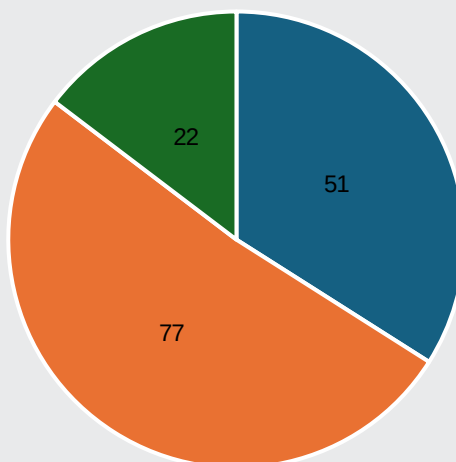
To provide a clear distinction between completed work and future priorities, this report also includes a separate Quarterly Outlook. That page identifies significant initiatives anticipated for the next quarter, while the program sections remain focused on activities and results from April through June 2026.

A handwritten signature in black ink, appearing to read 'M. Stewart', is displayed on a light gray rectangular background.

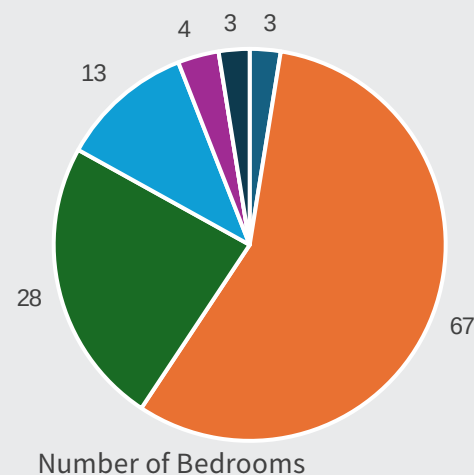
Mark Stewart - Chief Administrative Officer

HOUSING SERVICES

2026 Q2 Application Breakdown



■ North ■ Central ■ South



■ 0 ■ 1 ■ 2 ■ 3 ■ 4 ■ 5 ■ 6

Maintaining DTSSAB Housing Stock

Maintaining the 494 multi-residential units and 108 family units DTSSAB Housing Stock across the District of Timiskaming requires capital investment and regular maintenance.



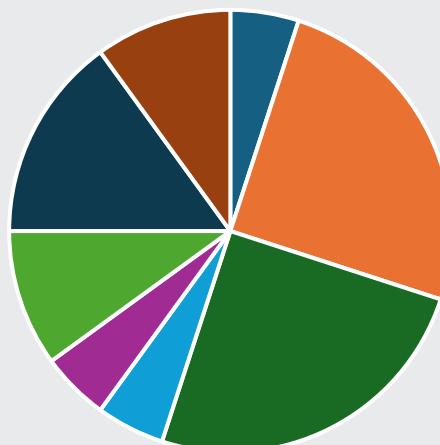
Unit Vacancy

Vacancies vary from month to month and are difficult to predict. The objective is to have a unit ready for a move in within 30 days of vacating by prior tenant. However, due to the condition of the unit, an increase in unit turnover, and supply chain issues, this 30 day window is not always feasible.



Reasons for Moving Out

- Accomodation
- Deceased
- Long-Term Care
- No Notice
- Transferred to a Different Community
- Purchased Home
- No Reason Provided
- Medical/Urgent





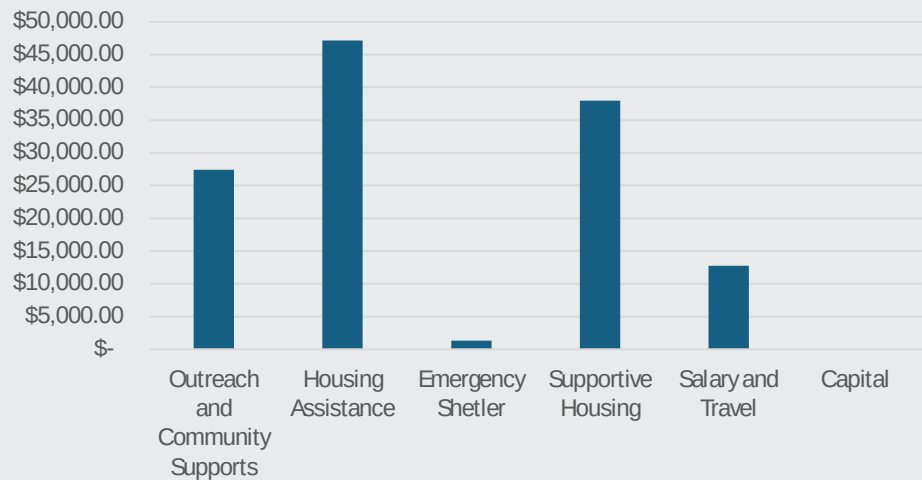
Learn more: www.dtssab.com

Homelessness Prevention Program (HPP) and the By-Names List

The Ministry of Municipal Affairs and Housing fiscal year for HPP Funding runs through to the end of March 2026. As a result, the breakdown is representative of the HPP funding for Q1 of 2026, there are also a reduced allocation of funds as the Investment Plan for 2026 is pending approval from the Ministry of Municipal

Affairs and Housing. Fund allocation will primarily be focused on the following quarters. Many of these funds are distributed to community partners such as local Food Banks, transitional housing and outreach programs to maximize the effective delivery of services across the entire District of Timiskaming.

HPP Funding Distributed April - June 2026



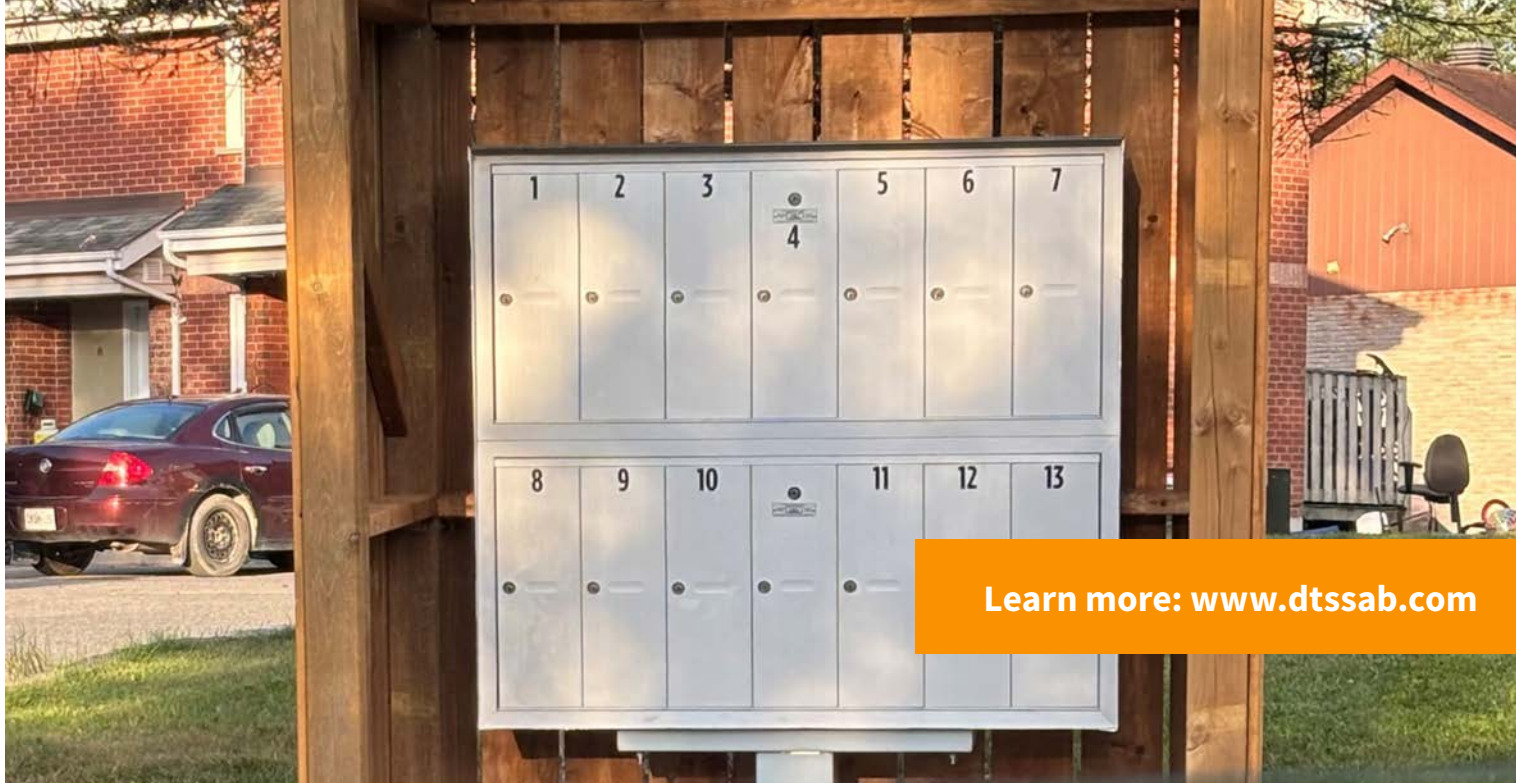
By Names List

Since the completion of the 2021 Enumeration Count – there has been a total of 364 individuals on the By Names List. The By Names list enables collaboration with key community partners, to increase accessibility, for clients and develop collaborative solutions. These agencies then meet on a bi-weekly basis to discuss the status of individuals on the list and how they can be

supported to reach their goals. This approach has been an effective tool in matching individuals experiencing homelessness to the right supports. These individuals may also be precariously housed, staying with friends, residing within an institution, or at a shelter.

10

Individuals as of
June 30, 2026



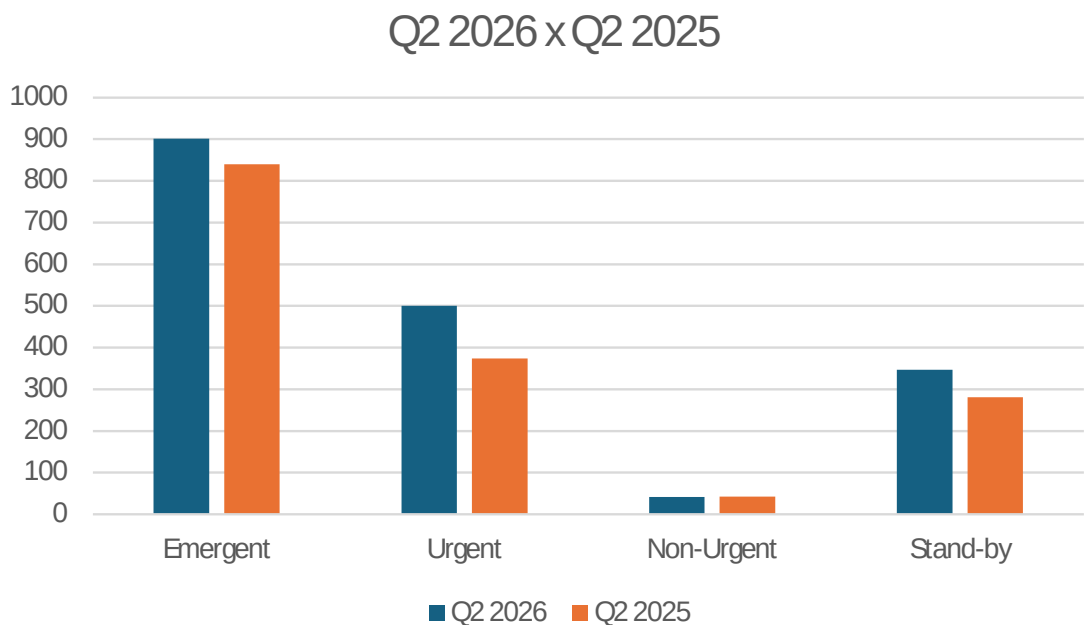
Capital Projects

As the end of June 2026 came around, many of the the slated 2026 Capital Projects were underway or completed. One such project was the removal and replacement of the post boxes located at 165, 175-180 and 190 Pollock Avenue. These boxes were outdated and beame difficult to mmaintain, as parts became more difficult to source. There was a period of inconvenience during changeover, but the project is now complete to the satisfaction of Housing services, tenants, and Canada Post. The completed project is presented above.

PARAMEDIC SERVICES

911 Dispatch Calls in Q2 2026

When an individual calls 911 and requires an ambulance, the Central Ambulance Communications Center, located in North Bay, prioritizes the call based on Ministry of Health Guidelines. Calls are dispatched by priority or Emergent, Urgent, Non-Urgent and Stand-By. Definitions of these terms can be found in the Glossary section of this Report.



901

**Emergent
Priority 4**

500

**Urgent
Priority 3**

42

**Non-Urgent
Priority 1 & 2**

347

Stand-By

Program Updates

The Department recognized Paramedic Services Week, May 17th-24th, which included a variety of initiatives ranging from internal and external communication campaigns, and an annual Paramedic Services Week breakfast.

The program had the opportunity to work alongside community partners in the organization and execution of a Mock Disaster event at the Temiskaming Hospital in Temiskaming Shores. Events such as these improve communication channels amongst community partners and provide the opportunity to test and enhance emergency management systems to the benefit of the entire community.

The Community Paramedicine program continues to grow and evolve, with a continued focus on supporting seniors and vulnerable individuals by bringing healthcare services directly into their homes. This helps reduce barriers to care and supports individuals in remaining safely in their communities. Over the last quarter, CP staff completed 64 in-home blood draws, providing valuable access to laboratory services for those who may otherwise have difficulty accessing them. In addition, all CP staff have completed specialized wound care training, strengthening our ability to support clients and community partners with wound care needs. Members of the leadership team attended the annual Community Paramedicine Knowledge Exchange event in Toronto. We remain committed to identifying gaps in care and expanding services that help our community access the care they need.



Learn more: www.dtssab.com

Community Paramedicine

459
Active
Clients

39
New
Clients

898
Home
Visits

110
Virtual
Visits

114
Clients served
at Wellness
Clinics

1488
Interactions

EARLY YEARS AND CHILD CARE

During the second quarter of 2026, the Early Years and Child Care Program continued to provide support, learning opportunities, and developmental activities for children and families in the District of Timiskaming. Program delivery focused on promoting child well-being, social-emotional development, educational engagement, and family participation.

Our program maintained consistent program attendance and participation across the service area. We expanded opportunities for social interaction, teamwork, and skill development and, continued collaboration with schools, community organizations, and partner agencies to support children's needs.

Some of the services provided are Before and After School Programs which include home work assistance and social-emotional activities.

The second quarter reflected steady program service delivery growth, positive engagement and meaningful outcomes for children and families. The Early Years and Child Care program remains committed to providing safe, inclusive, and supportive environments that foster learning, development and community connection. In November 2025, the province released 2026 Funding amounts; however, the allocations were re-adjusted in March 2026. Timiskaming's Total 2026 Child Care funding is \$15,861,582.

Early Learning School Readiness Program

The 2025-26 ELSRP ended in June 2026. This program was offered at 14 child care sites throughout the district. The ELSRP is important because it helps children develop the skills they need to succeed when they start school. Research consistently shows that children who participate in strong early learning programs are often better prepared academically

and socially when they begin kindergarten, which contributes to positive outcomes throughout their education.

We are pleased to have contributed to the development of 177 children who are entering the school system in September 2026.

Five-Year Service System Plan

During the second quarter of 2026, the Early Years and Child Care Program finalized the Five-year Early Years and Child Care Service System Plan.

The Plan establishes the strategic direction for Early Years and Child Care services across the District of Timiskaming over

the next five years. Throughout the implementation period, The DTSSAB will monitor progress, evaluate outcomes, and make adjustments as needed to respond to evolving community needs, emerging priorities and system pressures.





Child Care Fee Subsidy Assistance Summary

Ontario’s Child Care Fee Subsidy helps eligible families by reducing the amount they pay for licensed child care.

Some of the main ways it helps families include:

- Lower child care cost
- Support for employment and education
- Access to quality early learning
- Reduced financial stress for families
- Greater workforce participation

Eligibility typically depends on factors such as household income, age of children, whether the children attend a licensed child care program and the reason for needing child care.

Demand for Ontario’s child care fee subsidy has declined and can be explained by several factors, most importantly, CWELCC has reduced the amount parents need to pay in the first place.

The main reasons demand may be down:

- CWELCC has substantially lowered parent fees. Since 2022, participating programs have reduced fees, and from January 2025 eligible children in CWELCC programs have had base fees capped at \$22/day or less. Ontario says this represents an average reduction of about 59% from 2020 fee levels.

- Families may no longer need a separate subsidy. The fee subsidy is income-tested and is intended to help families with the cost of licensed care. When the underlying child-care fee falls significantly, some families who previously needed a subsidy may now be able to afford their parent contribution without one.

- The biggest impact is likely for children under six. CWELCC specifically targets eligible children under age six. Therefore, a reduction in subsidy demand among this group would be particularly understandable because their fees have been reduced through CWELCC regardless of whether they receive an income-tested subsidy.

- The subsidy calculation has effectively changed in the CWELCC environment. Ontario indicates that the fee subsidy continues to be available, but the amount a family pays is affected by the reduced CWELCC fee. In other words, the government is providing broad-based fee reductions in addition to targeted income-based assistance.

The key distinction of lower subsidy applications or lower subsidy caseload, doesn’t necessarily mean families need less help overall. It may mean that the universal CWELCC fee reduction has replaced some of the need for targeted fee subsidy.

Early
Years and
Child Care

	2026 - Q2	2025-Q2
Funds distributed through Child Care Fee Subsidy	\$233,289.39	\$180,658.63



Learn more: www.dtssab.com

Canada-Wide Early Learning Child Care (CWELCC)

Since the Canada-Wide Early Learning and Child Care System began rolling out in 2022, several measurable changes have occurred across Ontario and other participating provinces.

Ontario has reduced average licensed child care fees by roughly 50% or more compared with 2022 levels. As of 2025-2026, most participating centres charge a maximum of \$22/day, with the provincial average around \$19/day.

By June 2025, approximately 41,000 new spaces had been created, about halfway to the target of 86,000 new licensed child care spaces. The province has since recalibrated space targets to improve the likelihood of meeting the 2026 goal.

About 92% of licensed child care spaces for children aged 0-5 in Ontario are now in the CWELCC system, meaning most families using licensed child care

benefit from reduced fees.

Overall, the implementation has achieved its primary objective of making licensed child care substantially more affordable, while progress on expanding available spaces has been steady but remain incomplete. The main focus now is increasing capacity, addressing workforce shortages, and ensuring the program's long term financial sustainability. In the district of Timiskaming, 100% of our licensed child care providers are enrolled in the CWELCC system.

By the end of 2026, we will have achieved our target of 45 new spaces being created.

2026	Full Fee CWELCC Reductions	Fee Subsidy CWELCC
Q1	\$357,839.14	\$28,470.15
Q2	\$354,695.53	\$27,716.09

**Providing life
stabilization and
Employment Support**

ONTARIO WORKS

The Ontario Works program continues to support clients in achieving life stabilization and employment through the provision of financial assistance and coordinated wraparound services in partnership with community organizations.

108

New Applications Submitted

Change of -36

30

Cases Referred to ODSP

Change of +9

37

Cases Exited Due to Employment Earnings

Change of +11

\$760.00

Average Monthly Employment Earnings

Change of - \$22.00

3

Emergency Assistance Applications

Change of -7

104

Cases Closed

Change of -26

Ontario Works Outcomes Update

The Ontario Works team achieved nearly 100% of established performance outcomes for the second quarter, demonstrating continued strong program performance and effective service delivery.

These results reflect the continued dedication of staff, strong collaboration with community partners, and our ongoing commitment to delivering effective, client-focused services. Achieving all outcomes in the first quarter demonstrates the organization’s strong performance and continued focus on supporting positive client and employment-related outcomes.

Outcome	Target	Obtained %
Action Plans	100%	92%
Referrals to Employment Ontario	32%	50%
Exits to Employment	14%	62%
Returns	36%	75%

GLOSSARY

Term/Acronym	Program	Definition
By Names List	Housing Services	A coordinated, real-time list of individuals experiencing homelessness or at risk of homelessness used by community agencies to coordinate supports, track needs, and facilitate pathways to stable housing.
Centralized Intake	Ontario Works	A service delivery model where initial applications are processed through a centralized approach, allowing local staff to focus on ongoing case management, individualized supports, and client service planning.
Code 1 & 2 – Non-Urgent	Paramedic Services	Calls involving stable patients who require medical assessment, support, and/or transportation to a healthcare facility but do not require an urgent emergency response.
Code 3 – Urgent	Paramedic Services	Calls involving a patient who may be at risk of developing a life-threatening condition but is currently stable and requires timely medical attention.
Code 4 – Emergent	Paramedic Services	Calls involving an immediate threat to life or a critical medical emergency requiring the highest priority response and urgent intervention.
Community Paramedicine	Paramedic Services	A program that provides non-emergency, community-based healthcare services, including health assessments, chronic disease management, wellness supports, and connections to other healthcare and community
CWELCC (Canada-Wide Early Learning and Child Care)	Early Years and Child Care	A federal and provincial initiative designed to improve access to affordable licensed child care and reduce costs for families while supporting sustainable child care systems.
EarlyON	Early Years and Child Care	Free programs and services for families with children from birth to six years old that support early learning, child development, and connections to community resources.
General Operating Grant (GOG)	Early Years and Child Care	Provincial funding provided to eligible child care providers to support operating expenses such as staffing, administration, supplies, and program sustainability.
High Need Household Income Limit (High Need HIL)	Housing Services	A provincial income threshold used to identify the lowest-income households that receive priority consideration for Rent-Geared-to-Income housing.
Homelessness Prevention Program (HPP)	Housing Services	Provincial funding provided to Service Managers to support housing stability, homelessness prevention, emergency shelter, outreach, and related community supports.

GLOSSARY

Term/Acronym	Program	Definition
Household Income Limit (HIL)	Housing Services	Provincial income thresholds used to determine eligibility for Rent-Geared-to-Income housing assistance.
Integrated Employment Services (IES)	Ontario Works	Ontario's employment service delivery model that integrates employment, training, and support services to better connect individuals with opportunities and pathways to employment.
ODSP (Ontario Disability Support Program)	Ontario Works	A provincial program that provides income support, employment supports, and other services to eligible individuals with disabilities.
Rent-Geared-to-Income (RGI) Housing	Housing Services	A housing assistance model where rent is calculated based on a household's income to ensure housing remains affordable.
Special Needs Resourcing (SNR)	Early Years and Child Care	Supports and services designed to help children with developmental, physical, behavioural, or other needs fully participate in inclusive licensed child care settings.
Stand-By Call	Paramedic Services	A call where paramedic resources are requested to remain available on-site or nearby as a precautionary measure for a potential medical need or event.
Tiered Response Agreement	Paramedic Services	An agreement between paramedic services and local fire departments that coordinates emergency responses for specific time-sensitive incidents to ensure the most appropriate resources arrive as quickly as possible.

QUARTERLY OUTLOOK

Looking Ahead to Q3 2026

The District continues to advance several strategic initiatives across Community and Human Services that will support improved service delivery, modernization efforts, and organizational readiness over the coming quarter.

Organization-Wide

Organizational preparations continue in advance of the upcoming municipal election. Departments remain focused on implementing strategic initiatives scheduled for Q3 2026 while monitoring emerging provincial policy and legislative developments.

Paramedic Services

Continued exploration of expanded scope of practice options. Expanded work between the Community Engagement and Recruitment (CER) paramedics and community partners to promote the paramedic profession across the district. Ongoing evolution of community paramedicine roles and responsibilities to better address community needs.

Ontario Works

Continued implementation of Life Stabilization and Transformation initiatives. Enhancements to reporting tools and performance monitoring capabilities. Ongoing process improvements to support more effective client service delivery.

Housing Services

Capital projects continue to be en route to completion. The Housing Services Team submitted the 2026-2036 Housing and Homelessness Plan for the Ministry of Municipal Affairs and Housing. The end of Q2 also saw the submission of the team's various Investment Plans, pending approval including the Canada-Ontario Community Housing Initiative, Ontario-Priorities Housing Initiative, and Homelessness Prevention Program funding.

Early Years and Child Care

Continued implementation of the Ministry's centralized child care waitlist modernization initiative continues to take place. This includes advancing system modernization and reporting improvements. Supporting provincial program implementation in partnership with the Ministry of Children, Community and Social Services. The team also continues to build the capacity of the Special Needs Resourcing Program.

Looking Forward

These initiatives represent the District's ongoing commitment to modernizing services, strengthening partnerships, and ensuring residents continue to receive responsive, high-quality programs. Progress on these priorities will be reflected in future quarterly reports.

VIEW MORE REPORTS
AND DATA



www.dtssab.com

**FOR IMMEDIATE RELEASE****October 3, 2026****FONOM Advances Northern Priorities and Recognizes Departing Board Members**

LITTLE CURRENT, ON – The Federation of Northern Ontario Municipalities (FONOM) gathered in Little Current today for the final Board meeting of its 2023–2026 term, bringing together municipal leaders to discuss Northern Ontario priorities and recognize two colleagues not seeking re-election.

Meeting in the Municipality of Northeastern Manitoulin and the Islands (NEMI), the Board's agenda addressed safer highways, sustainable municipal funding, policing costs, access to health care and the future of the forest sector.

"Our communities need reliable infrastructure, accessible services and the financial capacity to support growth," said FONOM President Dave Plourde. "The municipal election will bring changes around council tables, but these priorities will continue to guide FONOM's work on behalf of Northeastern Ontario."

Highway safety remained a central issue, including FONOM's advocacy for the twinning of Highways 11 and 17. The agenda also included municipal requests concerning highway infrastructure and a restricted towing zone along the Highway 11 northern corridor.

"Highways 11 and 17 are essential to the movement of people and goods across Northern Ontario and Canada," said Plourde. "We will continue pressing for a federal-provincial partnership to complete twinning and deliver the safe, dependable transportation network that northerners deserve."

Municipal financial pressures were another focus, with items concerning a Northern Ontario Policing Grant, policing in unorganized areas, sustainable fire service funding, infrastructure grants and assistance with official plan and zoning by-law reviews.

The agenda also highlighted physician recruitment and retention, emergency shelter needs, intimate partner violence, mental health and addictions, and the importance of maintaining access to services across a geographically large region.

"Municipal leaders see these challenges in their communities every day," said Vice President Maggie Horsfield of North Bay. "Working together through FONOM allows us to bring those local experiences to the provincial and federal governments and advocate for practical solutions."

As part of its financial oversight responsibilities, the Board met with representatives of Baker

Tilly to review FONOM's 2025–2026 audit.

The meeting also provided an opportunity to thank Deputy Mayor Danny Whalen of Temiskaming Shores and Councillor Sandra Hollingsworth of Sault Ste. Marie, who have chosen not to seek re-election.

“Danny and Sandra have brought dedication, experience and a strong commitment to Northern Ontario to our Board,” said Plourde. “Danny’s leadership, including his service as FONOM President, and Sandra’s contributions have helped strengthen our collective voice. We thank them for their service to FONOM, their communities and the North.”

Plourde also thanked the full Board for its work throughout the term and its commitment to representing municipalities of every size.

“Our strength comes from working together,” he said. “This Board has helped keep Northern concerns before decision-makers, and that work provides a strong foundation for the next term.”

FONOM represents 110 municipalities across Northeastern Ontario, working to improve the quality of life for Northerners and ensure a strong future for the region’s youth.

– 30 –

Media Contact:

Dave Plourde, President
Federation of Northern Ontario Municipalities
705-335-1615 | Dave.Plourde@kapuskasing.ca

Maggie Horsfield, Vice President
Federation of Northern Ontario Municipalities
705-825-0402 | maggie.horsfield@northbay.ca

About FONOM

The Federation of Northern Ontario Municipalities represents 110 municipalities across Northeastern Ontario. FONOM works to improve residents' quality of life and ensure Northern Ontario's future prosperity by advocating on behalf of its member municipalities.

FOR IMMEDIATE RELEASE

September 24, 2026

FONOM Welcomes \$3.4 Million Investment in Northern Manufacturing

NORTH BAY, ON — The Federation of Northern Ontario Municipalities (FONOM) welcomes the Ontario government's announcement today of more than \$3.4 million through the Northern Ontario Heritage Fund Corporation to support 12 manufacturing companies and approximately 80 good-paying jobs across Northern Ontario.

FONOM President Dave Plourde said investments that strengthen Northern Ontario businesses and manufacturing capacity are important to the region's long-term economic prosperity.

"We welcome these investments and the confidence they demonstrate in Northern Ontario businesses and workers. Supporting local manufacturing helps strengthen our communities, create jobs and build a more resilient northern economy," said Plourde.

Plourde noted that economic growth must be supported by the infrastructure needed to move people, products and resources safely and efficiently.

"As we continue to grow our manufacturing, mining, forestry and other sectors, we also need to make sure our transportation infrastructure keeps pace. Four-laning Highways 11 and 17 must remain a priority as we build the Northern economy and strengthen these important east-west connections," he said.

FONOM looks forward to continuing to work with the provincial and federal governments to support investments that create jobs, strengthen Northern communities and ensure the infrastructure needed for future economic growth is in place.

-30-

Media Contact:

Dave Plourde, President
Federation of Northern Ontario Municipalities
705-335-1615 | fonom.info@gmail.com

About FONOM

The Federation of Northern Ontario Municipalities represents 110 municipalities across Northeastern Ontario. FONOM works to improve residents' quality of life and ensure Northern Ontario's future prosperity by advocating on behalf of its member municipalities.



Representing the Districts of Kenora, Rainy River and Thunder Bay
 P.O. Box 10308, Thunder Bay, ON P7B 6T8
www.noma.on.ca
 p. 807.683.6662 e. admin@noma.on.ca

FOR IMMEDIATE RELEASE

FONOM and NOMA Call for Federal-Provincial Partnership to Four-Lane Highways 11 and 17

September 14, 2026 - Northern Ontario - The Federation of Northern Ontario Municipalities (FONOM) and the Northwestern Ontario Municipal Association (NOMA) are calling on the Ontario and federal governments to establish a jointly funded, phased plan to upgrade Highways 11 and 17 to four lanes.

In a joint letter to Premier Doug Ford, the organizations noted that both the Premier and Prime Minister Mark Carney have recognized the importance of these critical east-west corridors. NOMA and FONOM are asking the Province to begin formal discussions with the federal government and develop a plan with clear priorities, timelines and measurable progress.

“Northern communities have waited too long for a comprehensive solution to the safety, reliability and capacity challenges along these highways,” **said FONOM President Dave Plourde**. “With both governments recognizing their importance, now is the time to move from discussion to action and establish four-laning as the long-term objective.”

Highways 11 and 17 connect communities and industries across Northern Ontario while supporting mining, forestry, manufacturing, tourism and the movement of essential goods. The corridors are also important to Canada’s economic and national security, including the movement of military personnel, equipment and supplies.

“These are not simply Northern Ontario highways. They are vital parts of Canada’s national transportation and supply chain network,” **said NOMA President Rick Dumas**. “A federal-provincial partnership would improve safety for Northern residents while strengthening trade, resource development and the movement of goods across the country.”

NOMA and FONOM, representing 154 municipalities, are also requesting that Northern municipalities be included in developing the phased plan. The organizations have offered to meet jointly with Premier Ford and Prime Minister Carney to discuss the next steps.

-30-

Media Contacts:

Dave Plourde, President, FONOM
 705-335-1615 | fonom.info@gmail.com

Rick Dumas, President, NOMA
 (807) 229-6842 | admin@noma.on.ca

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North Bay, Ontario
P1B 8L3

555, rue Oak Est
North Bay (Ontario)
P1B 8L3

Tel: 1-800-363-7512
www.ontarionorthland.ca

September 17, 2026

Malorie Robinson
CAO/Clerk-Treasurer
Town of Latchford
10 Main St., Hwy 11, P.O. Box 10
Latchford, Ontario P0J 1N0

Dear Ms. Robinson,

Thank you for reaching out and bringing your request to my attention.

At Ontario Northland, we value our relationship with the communities that we serve throughout Northeastern Ontario. I recognize and appreciate the community beautification, economic development and tourism initiatives the Town of Latchford is undertaking. Ontario Northland continues to invest in improving our rail infrastructure to ensure the safe and reliable transport of goods and people across our network.

Ontario Northland is currently undertaking extensive rail and grade crossing infrastructure upgrades along our corridor from Washago to Cochrane. We are also focused on the successful return of the Northlander passenger train to serve local communities and visitors throughout Northeastern Ontario.

Our team regularly conducts safety assessments of our infrastructure, and I can assure you that the railway bridge along Highway 11 is in proper working condition.

If you would like to discuss this matter further, please reach out to schedule a time for a call in the new year.

Once again, thank you for raising the Town of Latchford's concerns. We appreciate your interest in maintaining and enhancing the community's appearance and quality of life.

Sincerely,



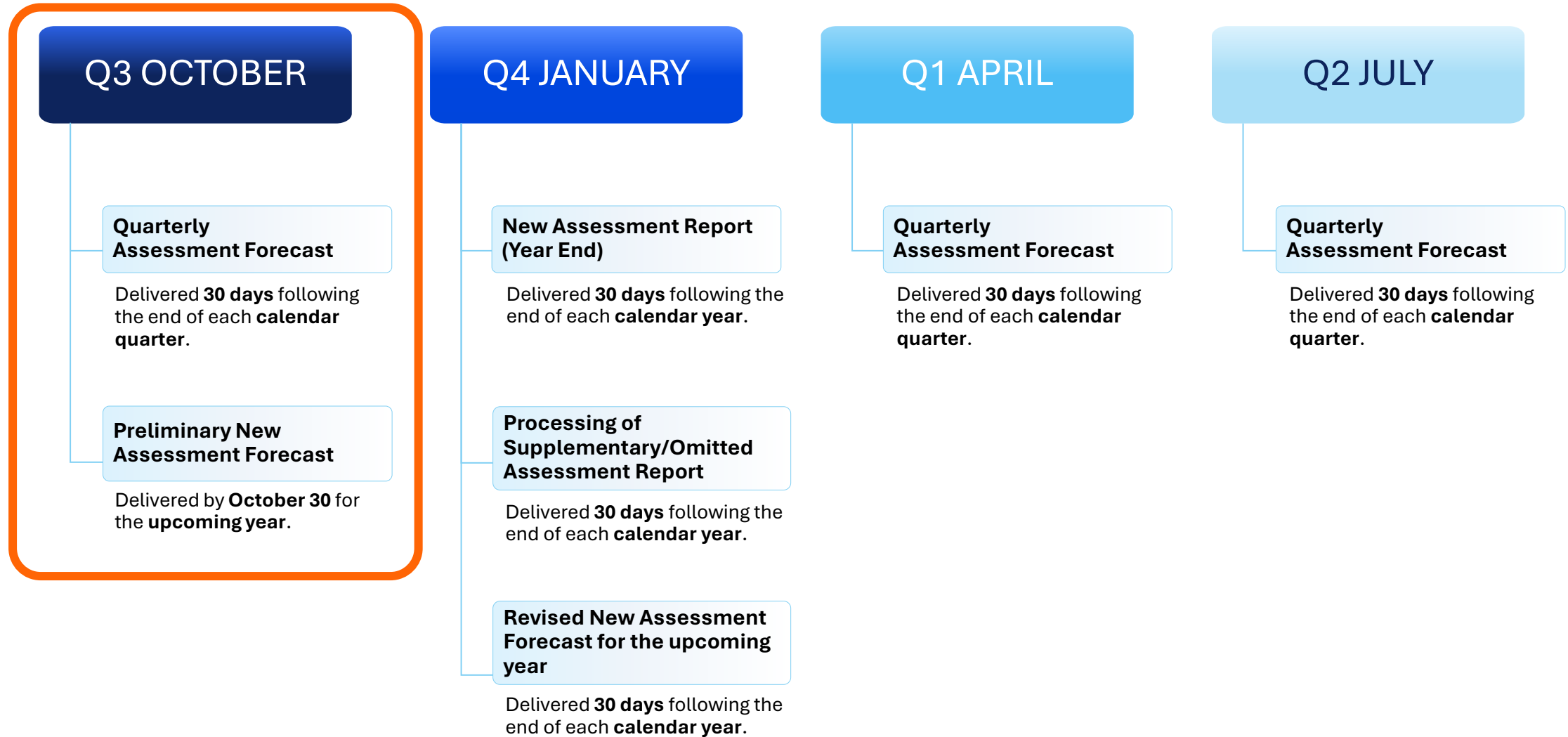
Chad Evans
Chief Executive Officer

Town of Latchford

Q3 MEETING

October 2026

Reporting / Forecasting Cycle



New Assessment

2026 Q2 New Assessment Forecast

2026 New Assessment Achieved to Date



2026 Q3 New Assessment Forecast

Stream	Transactions	Forecast	%	Last 7 Days	Occupancy SLA	%	Exempt	PILT
Res/Farm - V&AO	\$33,000	\$70,000	47.14%	\$0	\$33,000	100.00%	\$0	\$0
Business - V&AO	\$0	\$0	0.00%		\$0	0.00%	\$0	\$0
Centralized	\$0	\$0	0.00%		\$0	0.00%	\$0	\$0
Condo	\$0	\$0	0.00%		\$0	0.00%	\$0	\$0
MPI AN	\$0	\$0	0.00%		\$0	0.00%	\$0	\$0
Total	\$33,000	\$70,000	47.14%	\$0	\$33,000	100.00%	\$0	\$0

Transactions as of: September 28, 2026 & Q2 Forecast (2026)

Sup/Omit (Taxable) - Captured / Count	Property Code	Taxable Transactions	Occupancy SLA	%
\$33k	313 - Single family detached on water	\$22,000	\$22,000	100.00%
2	391 - Seasonal/recreational dwelling - first tier on water	\$11,000	\$11,000	100.00%
YEA - Captured / Count		\$0	\$0	0.00%
\$13k	100 - Vacant residential land not on water	\$0	\$0	0.00%
2	101 - Second tier vacant lot	\$0	\$0	0.00%
YEE - Captured / Count		\$0	\$0	0.00%
\$0	102 - Conservation Authority Land	\$0	\$0	0.00%
(Blank)	103 - Municipal park (excludes Provincial parks, Federal parks, campgrounds)	\$0	\$0	0.00%
	105 - Vacant commercial land	\$0	\$0	0.00%
	106 - Vacant industrial land	\$0	\$0	0.00%

Transactions as of: September 21, 2026 & Q2 Forecast (2026)

©MPAC

In Progress Building Permits

7

Permits with Both Plans and Final/Occupancy: 0

Building Permits Closed in 2026

3

Last Building Permit Submission

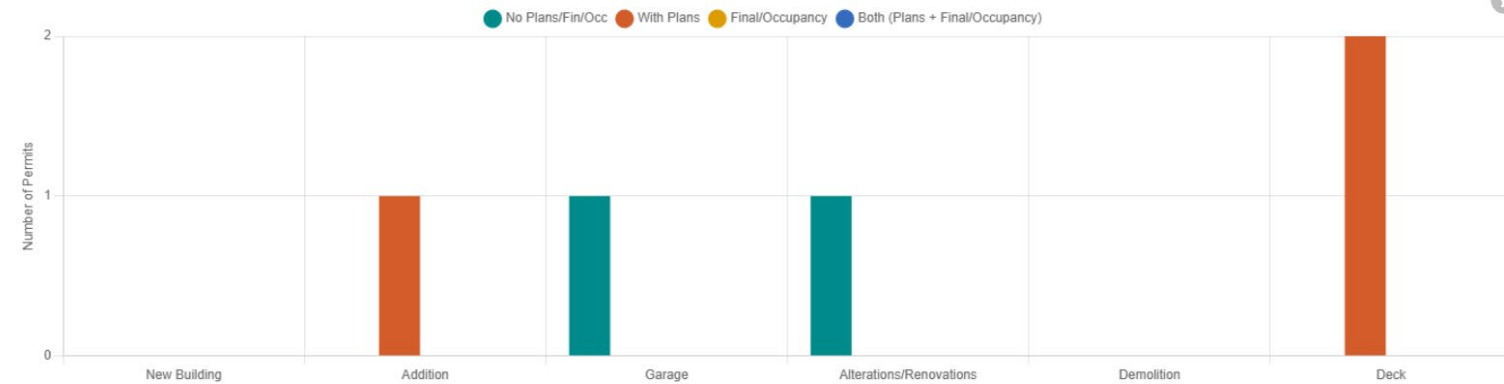
Sep 10, 2026

In Progress Building Permits by Work Description

Plans/Final/Occupancy ☐ Total

Received by MPAC in:

All Years



Building Permits In Queue

Affordable Rental Housing Subclass

Overview

On May 26, 2025, the Minister of Finance filed [Ontario Regulation 73/25](#) under the *Assessment Act*, creating a [new optional property subclass](#) – the affordable rental housing subclass – for both multi-residential and new multi-residential classes for 2026 and subsequent taxation years.

The affordable rental housing subclass allows municipalities to [reduce the municipal property tax rate by up to 35% on eligible units](#), provided an adopting by-law has been passed by the upper-or single-tier municipality.

For 2026, the by-law [must have been passed by September 30, 2025](#), and for subsequent years, by-laws can be passed at any time.

MPAC will request information from all Ontario multi-residential property owners to [determine eligibility for the subclass](#).

This information will be collected, regardless of whether a municipality has adopted the subclass through a by-law, [to support municipal property tax planning](#).

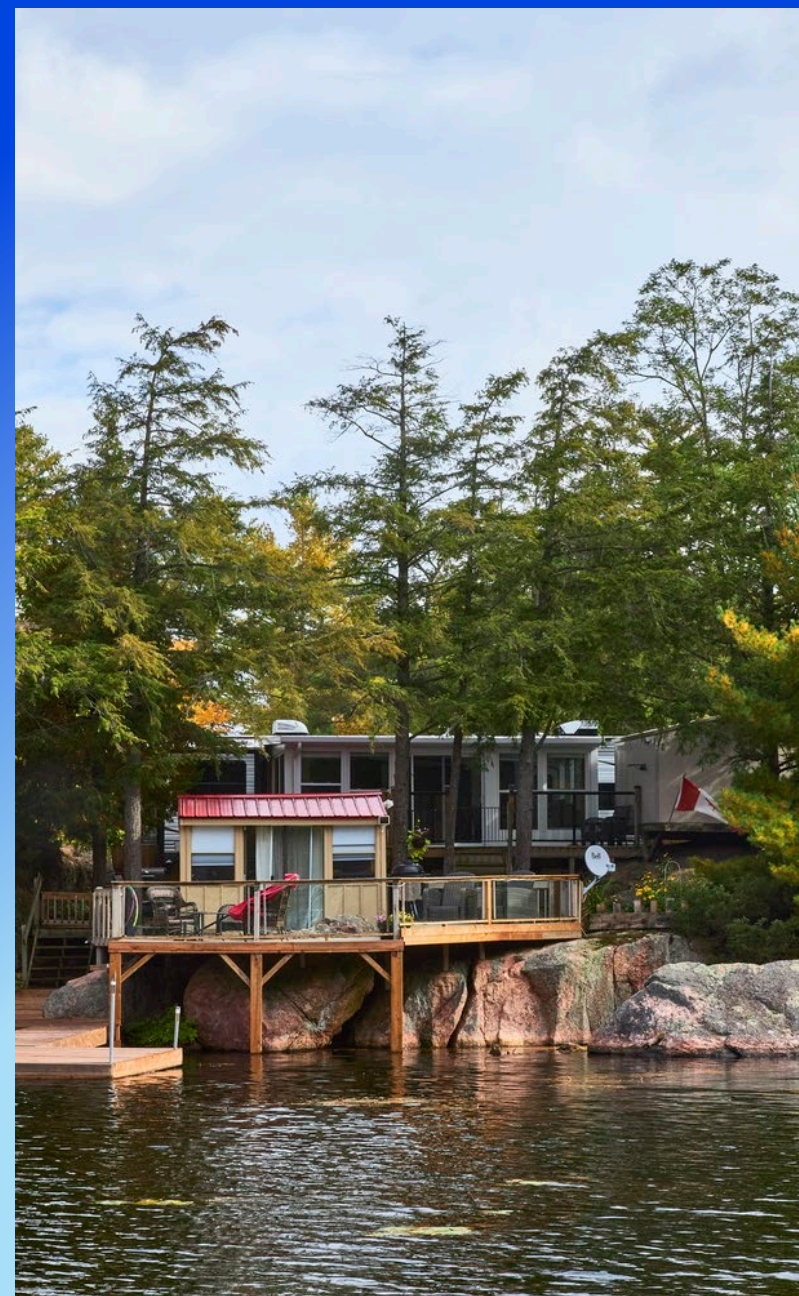
AboutMyProperty™

Electronic Notifications

- Property owners can now receive electronic notifications in MPAC AboutMyProperty™ (AMP).
- This new option lets people know by email when their notices are ready to view online. Property owners are not required to receive electronic notifications and can opt in or out at any time.

Why we are making this change

- Recent legislative changes enable MPAC to deliver notices electronically
- Making access easier
- Giving property owners more choice



School support changes after June 1



Electors must contact their municipality with their school support confirmation from MPAC to have their school support updated on the voters list



Electors are encouraged to use AMP or the tenant portal to change their school support to receive an immediate confirmation via email



A paper application may also be used, but electors will need to contact the CCC to request a confirmation letter and processing times may be longer

Municipal revenue management exploratory work



This work began when the City of Port Colborne approached MPAC to explore a more integrated approach to municipal revenue management.



It has since grown into an early adopter discovery and planning phase involving the cities of Port Colborne and Niagara Falls and a third municipality.



The current focus is on understanding municipal needs, assessing requirements, and determining whether there is a viable path forward.



What this work is focused on

- Better understanding common challenges and municipality-specific needs
- Assessing what a practical and scalable path forward could look like
- Exploring how MPAC's data expertise could extend into more connected municipal revenue operations
- Supporting follow-up conversations with municipalities that are interested in learning more



2026 Northern Training Series

We've hosted four Northern Training series in 2026, with two more to come!



Year-end Products

An overview of MPAC's year-end products and where to find them, and the timeline.

TBA



Council Orientation

Provide municipal staff an overview of the training, resources, and onboarding support available to your newly elected council.

TBA

If you missed out on one and would like a personalized session for your municipality, let us know!

2026 Year-End Timeline

- Shipping Address Manager – Action Required – TBD
- Assessment Roll
- Year-End Tax File

Upcoming Deliverables to the Municipality – No Action Required

- Roll Based Municipal Change Profile PDF Reports and Data File
- Conservation Authority and Payment in Lieu listings
- History of Deleted Primaries
- Year-End Analysis Reports
- Name and Street Indices
- Assessment Change Summaries
- Levy Letter



Reminder

Municipal Connect Local Administrators

Please review user profiles on a regular basis



Delete any user profiles for staff that are no longer working at the municipality.

Users on a leave of absence should be made inactive until their return.

We're Here to Help



Account Manager

Mario Levesque

Mario.Levesque@mpac.ca

705.419.1723



Account Support Coordinator

Jenn Giroux

Jenn.Giroux@mpac.ca

705.995.3830

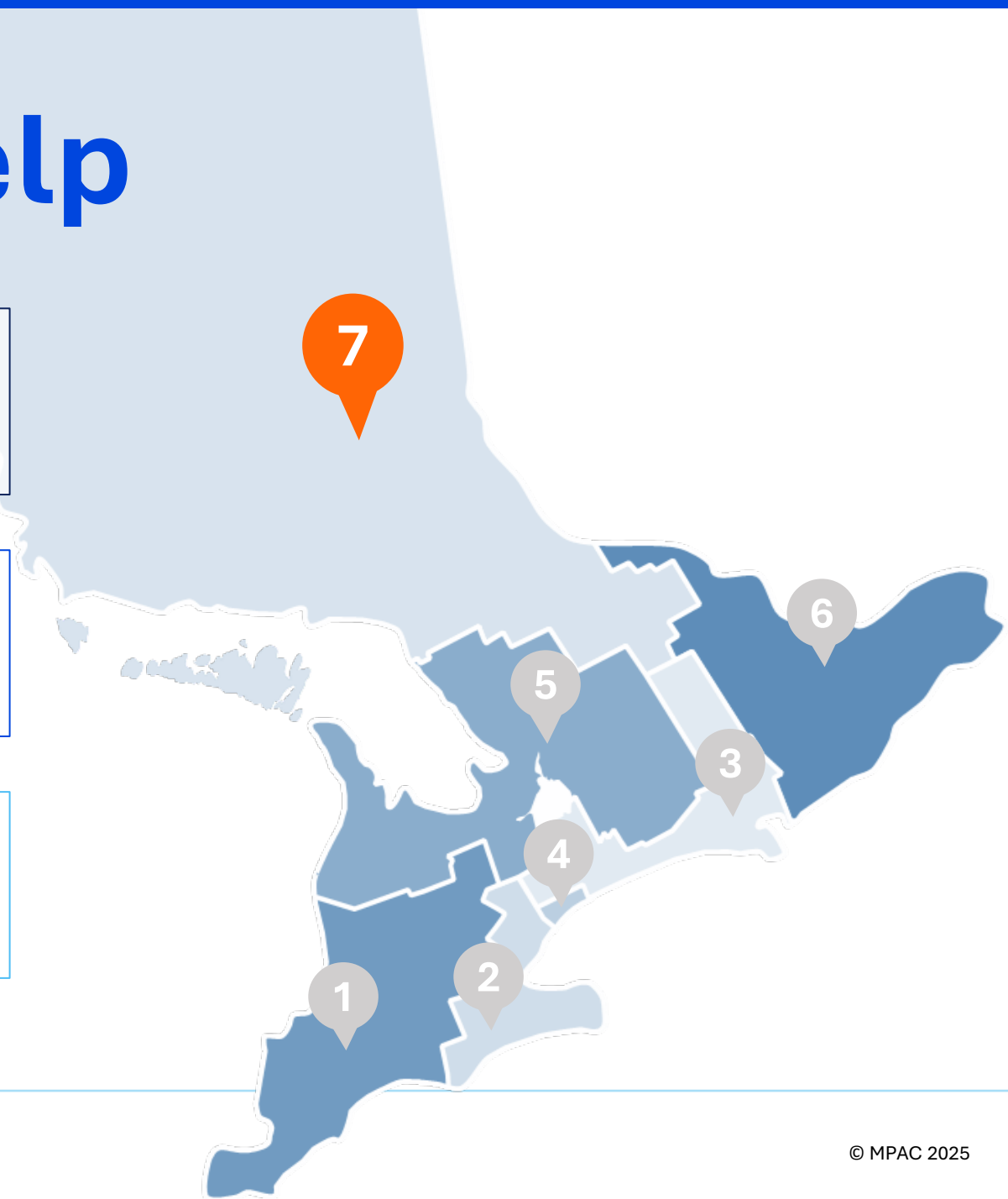


Regional Manager

Laura Voltti

Laura.Voltti@mpac.ca

705.626.9058



Disbursements Report Sept 3rd - Oct 7th			
Vendor	Amount	Vendor	Amount
5TH WHEEL TRAINING INSTITUTE	626.00	MPAC	2,964.77
BELL MOBILITY	99.61	NORTHEASTERN CATHOLIC DISTRICT SC	14,961.00
BENSON AUTO PARTS	164.60	NORTHEASTERN PUBLIC HEALTH	1,818.13
BREAULT'S DISCOUNT WAREHOUSE	488.34	NORTHERNTEL L.P.	692.34
CANADA POST CORPORATION	83.22	OMERS	5,240.40
CHESS CONTROLS	2,521.96	ONTARIO NORTHEAST DISTRICT SCHOOL	54,981.00
CONS. SCOL. CATH. DE DIST. DES GRANI	33,556.00	ONTERA	8.35
CONS. SCOL. PUBLIC DU NORD-EST DE L	5,312.00	QMI-SAI CANADA LIMITED	2,712.00
CO-OPERATIVE REGIONALE	9,526.06	RAY & SONS	9,695.40
DTSSAB	12,551.00	RELIABLE INDUSTRIAL SUPPLY	3,806.47
ENCOMPASSIT.CA	524.61	SOCKET ELECTRIC INC.	4,816.24
GRANT ENERGY INC.	1,787.48	TESTMARK LABORATORIES LTD.	1,797.69
GRANT HOME HARDWARE	961.21	UnitedCloud Inc.	144.76
HYDRO ONE NETWORKS INC.	4,700.47	Up North Heating & Air Conditioning Ltd.	1,937.95
AP Subtotal	185,976.76	Payroll Subtotal	34,353.75
Total AP & Payroll			<u>220,330.51</u>



Town of Latchford

THE CORPORATION OF THE TOWN OF LATCHFORD

BY-LAW No.: 2026-037

Being a By-Law to establish fees and charges to be collected by the Corporation of the Town of Latchford.

Whereas the Municipal Act, 2001, S.O. 2001, provides that a municipality may pass by-laws imposing fees or charges on any class of persons.

And Whereas the Corporation of the Town of Latchford deems it expedient to update the fees and charges to be collected by the municipality.

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

1. **That**, Council hereby establishes the fees and charges as set out in Schedule A to this by-law for the Corporation of the Town of Latchford. The fees and charges will be subject to the Harmonized Sales Tax (HST), where applicable.
2. **And Further**, that this by-law shall repeal and replace any other by-laws that may be inconsistent of the provisions contained herein.
3. **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

Schedule A
Fees and Charges By-Law



TOWN OF LATCHFORD

Fees and Charges
By-Law 2026-037

Schedule A
Fees and Charges By-Law

Administrative Services

Written Requests

	2026	2027	2028
Tax Certificate (with 48-hour notice – per roll no.)	\$ 65.00	\$ 65.00	\$ 70.00
Tax Certificate (less than 48-hour notice – per roll no.)	\$ 81.25	\$ 81.25	\$ 87.50
Zoning Compliance Letter (per roll no.)	\$ 70.00	\$ 70.00	\$ 70.00
Zoning Compliance Letter (per roll no. with less than 48-hour notice)	\$ 87.50	\$ 87.50	\$ 87.50

Miscellaneous Charges

Payment Transfer between Accounts (Customer Error)	\$ 10.00	\$ 10.00	\$ 10.00
Commissioner of Oath Services (Resident)	\$ 10.00	\$ 10.00	\$ 10.00
Commissioner of Oath Services (Non-Resident)	\$ 20.00	\$ 20.00	\$ 20.00
Certified True Copies (Resident)	\$ 10.00	\$ 10.00	\$ 10.00
Certified True Copies (Non- Resident)	\$ 20.00	\$ 20.00	\$ 20.00
Duplicate Accounts Receivable Invoice/Statement (per record/account)	\$ 5.00	\$ 5.00	\$ 5.00
FOI Request Application Fee	\$ 5.00	\$ 5.00	\$ 5.00
*Search Fees/Record Preparation	\$ 60.00/Hour	\$ 61.50/Hour	\$ 63.00/Hour
*External Costs (If Required)	As Invoiced	As Invoiced	As Invoiced
*50% Deposit Required for Estimates over \$100.00			
Commissioner of Oath – Resident (per document)	\$ 10.00	\$ 10.00	\$ 10.00

Tax and Finance Charges

Request for property information for previous years (manually searching & compiling information & records)	\$ 25.00/Hour	\$ 25.00/Hour	\$ 25.00/Hour
Returned Payment Fee (NSF)	\$ 50.00	\$ 50.00	\$ 50.00
Duplicate Tax Bill or Statement (Emailed or Paper Record)	\$ 10.00	\$ 10.00	\$ 10.00
Reissue/Refund Cheque (per request/account)	\$ 25.00	\$ 25.00	\$ 25.00
Tax Registration	Actual Cost Added to Tax Roll		

Authority: Section 391 of the Municipal Act 2001 S.O. 2001, c.25

All rates do not include applicable taxes; taxes are charged where necessary

Schedule A
Fees and Charges By-Law

Licensing Services

Lottery (Municipal) Licensing

	2026	2027	2028
Nevada Break Open	3% pf prize value or flat rate	3% pf prize value or flat rate	3% pf prize value or flat rate
Raffle Lottery	3% of prize value or flat rate of \$10.00	3% of prize value or flat rate of \$10.00	3% of prize value or flat rate of \$10.00
Bingo	1% of prize value	1% of prize value	1% of prize value

Animal Control Licensing

Dog/Cat	\$ 20.00	\$ 20.00	\$ 25.00
Dog/Cat – Replacement tag	\$ 5.00	\$ 5.00	\$ 7.00

Fines may be issued by the Animal Control Office at their discretion.
Tags are for the life of the registered animal. For more information, please see the
Animal Control By-Law 2023-024

All rates do not include applicable taxes; taxes are charged where necessary

Schedule A
Fees and Charges By-Law

Recreational Department Services

Ball field

	2026	2027	2028
Organized Youth Sports (per hour)	\$ 20.00	\$ 20.00	\$ 20.00
Organized Youth Sports (Full Day)	\$ 100.00	\$ 100.00	\$ 100.00
Organized Adult Sports (per hour)	\$ 30.00	\$ 30.00	\$ 30.00
Organized Adult Sports (Full Day)	\$ 110.00	\$ 110.00	\$ 110.00
Private Rental (Per Hour)	\$ 20.00	\$ 20.00	\$ 20.00
Private Rental (Full Day)	\$ 120.00	\$ 120.00	\$ 120.00
*Non-Resident Rate is current rate plus 25%			

Arena/Community Hall

	2026	2027	2028
Community Hall Rental - Without Kitchen (4 hours or less)	\$ 125.00	\$ 130.00	\$ 135.00
Community Hall Rental - With Kitchen (4 hours or less)	\$ 150.00	\$ 155.00	\$ 160.00
Community Hall Rental – With Kitchen Full Day/Evening	\$ 300.00	\$ 325.00	\$ 350.00
Ice Surface (Per Hour)	\$ 30.00	\$ 35.00	\$ 40.00
Ice Surface – Off Season (Full Day)	\$ 150.00	\$ 155.00	\$ 160.00
Ice Surface, Community Hall & Kitchen – Off Season (Full Day)	\$ 350.00	\$ 360.00	\$ 370.00
*Non-Resident Rate is current rate plus 25%			
Damage/Cleaning Deposit of \$150.00 Due on all Community Hall Rentals. See Rental Contract for more details.			

Fitness Centre

	2026	2027	2028
Weekly Pass	\$ 15.00	\$ 15.00	\$ 15.00
Monthly Membership	\$ 30.00	\$ 32.00	\$ 35.00
3 Month Membership	\$ 85.00	\$ 90.00	\$ 95.00
6 Month Membership	\$ 140.00	\$ 145.00	\$ 150.00
12 Month Membership	\$ 250.00	\$ 255.00	\$ 260.00
Key Fob Deposit	\$ 20.00	\$ 20.00	\$ 20.00
*Non-Resident Rate is current rate plus 25%			
Residents of Latchford over the age of 60 are eligible for a 20% discount			

All rates do not include applicable taxes; taxes are charged where necessary

Schedule A
Fees and Charges By-Law

Public Works & Landfill

Landfill Fees

	2026	2027	2028
Clean Wood (Not Treated or Painted)	\$ 4.00/cubic yard	\$ 4.25/cubic yard	\$ 4.50/cubic yard
Residential Waste (Pick Up Truck Load)	\$ 10.00	\$ 15.00	\$ 17.50
Residential Waste (Per Bag)	\$2.00/Bag	\$ 2.25/Bag	\$2.50/Bag
4x8 Trailer Load	\$ 10.00/load	\$	
Unsorted Construction and Material Waste	\$ 25.00/Cubic Yard	\$ 25.00/Cubic Yard	\$ 30.00/Cubic Yard
*Hazardous Materials/Hazardous Contaminated Waste	\$ 40.00/Cubic Yard	\$ 45.00/Cubic Yard	\$ 50.00/Cubic Yard
*Non-Hazardous Contaminated Waste	\$ 35.00/Cubic Yard	\$ 40.00/Cubic Yard	\$ 45.00/Cubic Yard
*Asbestos Waste (Properly Bagged)	\$ 100.00 + \$40/Cubic Yard	\$ 100.00 + \$45/Cubic Yard	\$ 100.00 + \$50/Cubic Yard
*Must be arranged in advance and comply with all provisions of O. Reg 347 HST is excluded on the above fee schedule			

Public Works Equipment

	2026	2027	2028
Backhoe/Loader (per hour)	\$ 115.00	\$ 120.00	\$ 125.00
Single Axle Dump Truck (per hour)	\$ 90.00	\$ 95.00	\$ 100.00
Snow Plow/Sander Truck (per hour)	\$ 130.00	\$ 135.00	\$ 140.00
Pickup Truck (per hour)	\$ 60.00	\$ 65.00	\$ 70.00
1500 kg Dump Trailer + (per hour)	\$ 65.00	\$ 65.00	\$ 65.00
1500 kg Dump Trailer ++ (per hour)	\$ 4.00	\$ 4.00	\$ 5.00
Zero Turn Lawnmower (per hour)	\$ 60.00	\$ 60.00	\$ 65.00
Worker with Tools +++ (per hour)	\$ 60.00	\$ 65.00	\$ 70.00
Worker (per hour)	\$ 55.00	\$ 60.00	\$ 65.00
Winter Sand Mix (per yard)	\$ 40.00	\$ 45.00	\$ 50.00
Bucket of Gravel (per bucket)	\$ 35.00	\$ 35.00	\$ 40.00
Granular A Gravel – Miller Pit (per ton)	\$ 18.00	\$ 20.00	\$ 22.00
Delivery of Gravel – Miller Pit (per load)	\$ 50.00	\$ 55.00	\$ 55.00
Pit Run – Latchford Pit Picked Up (per ton)	\$ 6.50	\$ 7.00	\$ 7.50
Pit Run – Latchford Pit Delivered (per ton)	\$ 9.00	\$ 9.50	\$ 10.00
This fee schedule is not intended for Private Rentals All Fees will be charged HST			

+ Landfill Tipping Fees are extra, this is dropped off and picked up by the Town and will not be towed by the Home Owner.

++ Only available by the hour when accompanied by the Town's Pick Up Truck (only operated by Town Employees)

+++ Tools would be push mower, chain saws, trimmers and various hand tools

Prices include an Operator/Driver

Schedule A
Fees and Charges By-Law

Latchford Fire Department

Town of Latchford Fire Department Fees

	2026	2027	2028
Fire Records Search*	\$ 25.00/Hour	\$ 25.00/Hour	\$ 25.00/Hour
Letter of Compliance*	\$ 40.00	\$ 42.50	\$ 45.00
Inspection – Institutional*	\$ 150.00	\$ 155.00	\$ 160.00
Inspection – Commercial*	\$ 140.00	\$ 145.00	\$ 150.00
Inspection – Residential*	\$ 100.00	\$ 105.00	\$ 110.00
Open Air Fire Permit	\$ 20.00	\$ 20.00	\$ 25.00
*Less than 48 hours notice will incur a surcharge of \$50.00			

HST is not applicable

Schedule A
Fees and Charges By-Law

Community Services

	2026	2027	2028
Boat, Car, Boxes, Storage *	\$ 15.00/ft	\$ 16.00/ft	\$ 16.00/ft
Bay Lake Campsite – Weekly	\$ 175.00	\$ 225.00	\$ 275.00
Bay Lake Campsite - Monthly	\$ 500.00	\$ 600.00	\$ 700.00
Bay Lake Campsite - Seasonal	\$ 1,800.00	\$ 1,900.00	\$ 2,000.00
*Non-Resident Rate is current rate plus 25%			



THE CORPORATION OF THE TOWN OF LATCHFORD

BY-LAW No.: 2026-038

Being a By-Law to enter into an agreement with Minister of Northern Economic Development and Growth for the NORDS Funding Stream.

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 Minister of Northern Economic Development and Growth for the NORDS Funding Stream.

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 the Minister of Northern Economic Development and Growth.
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

ONTARIO TRANSFER PAYMENT AGREEMENT

THE AGREEMENT is effective as of the date of execution by the Province

BETWEEN:

**His Majesty the King in right of Ontario as represented by the
Minister of Northern Economic Development and Growth**

(the "Province")

- and -

Corporation of the Town of Latchford

(the "Recipient")

CONSIDERATION 294000.79

In consideration of the mutual covenants and agreements contained in the Agreement and for other good and valuable consideration, the receipt and sufficiency of which are expressly acknowledged, the Province and the Recipient agree as follows:

1.0 1.0 ENTIRE AGREEMENT

1.1 Schedules to the Agreement. The following schedules form part of the Agreement:

- Schedule "A" - General Terms and Conditions**
- Schedule "B" - Project Specific Information and Additional Provisions**
- Schedule "C" - Project and Budget**
- Schedule "D" - (LEFT INTENTIONALLY BLANK)**
- Schedule "E" - Payment Plan**
- Schedule "F" - Reports.**

1.2 Entire Agreement. The Agreement constitutes the entire agreement between the Parties with respect to the subject matter contained in the Agreement and supersedes all prior oral or written representations and agreements.

2.0 2.0 CONFLICT OR INCONSISTENCY

2.1 Conflict or Inconsistency. In the event of a conflict or inconsistency between the Additional Provisions and the provisions in Schedule "A", the following rules will apply:

- (a)** the Parties will interpret any Additional Provisions in so far as possible, in a way that preserves the intention of the Parties as expressed in Schedule "A"; and
- (b)** where it is not possible to interpret the Additional Provisions in a way that is consistent with the provisions in Schedule "A", the Additional Provisions will prevail over the provisions in Schedule "A" to the extent of the inconsistency.

3.0 3.0 COUNTERPARTS

3.1 One and the Same Agreement. The Agreement may be executed in any number of counterparts, each of which will be deemed an original, but all of which together will constitute one and the same instrument.

4.0 4.0 AMENDING THE AGREEMENT

4.1 Amending the Agreement. The Agreement may only be amended by a written agreement duly executed by the Parties.

5.0 5.0 ACKNOWLEDGEMENT

5.1 Acknowledgement. The Recipient acknowledges that:

- (a) by receiving Funds it may become subject to legislation applicable to organizations that receive funding from the Government of Ontario, including the *Buy Ontario Act (Public Sector Procurement), 2025* (Ontario), *Broader Public Sector Accountability Act, 2010* (Ontario), the *Public Sector Salary Disclosure Act, 1996* (Ontario), and the *Auditor General Act* (Ontario);
- (b) His Majesty the King in right of Ontario has issued expenses, perquisites, and procurement directives and guidelines pursuant to the *Broader Public Sector Accountability Act, 2010* (Ontario) and the *Buy Ontario Act (Public Sector Procurement), 2025* (Ontario);
- (c) the Funds are:
 - (i) to assist the Recipient to carry out the Project and not to provide goods or services to the Province;
 - (ii) funding for the purposes of the *Public Sector Salary Disclosure Act, 1996* (Ontario);
- (d) the Province is not responsible for carrying out the Project;
- (e) the Province is bound by the *Freedom of Information and Protection of Privacy Act* (Ontario) and that any information provided to the Province in connection with the Project or otherwise in connection with the Agreement may be subject to disclosure in accordance with that Act; and
- (f) the Province is bound by the *Financial Administration Act* (Ontario) ("FAA") and, pursuant to subsection 11.3(2) of the FAA, payment by the Province of Funds under the Agreement will be subject to,
 - (i) an appropriation, as that term is defined in subsection 1(1) of the FAA, to which that payment can be charged being available in the Funding Year in which the payment becomes due; or
 - (ii) the payment having been charged to an appropriation for a previous fiscal year.

SIGNATURE PAGE FOLLOWS

The Parties have executed the Agreement on the dates set out below.

**HIS MAJESTY THE KING IN RIGHT OF ONTARIO
as represented by the Minister of Northern
Economic Development and Growth**

Date

Name: Tracey Dawson-Kinnonen

Title: Director

Corporation of the Town of Latchford

Date

Name: Malorie Robinson

Title: CAO/Clerk-Treasurer

I have authority to bind the Recipient

SCHEDULE "A"
GENERAL TERMS AND CONDITIONS

A1.0 INTERPRETATION AND DEFINITIONS

A1.1 Interpretation. For the purposes of interpretation:

- (a) words in the singular include the plural and vice-versa;
- (b) words in one gender include all genders;
- (c) the headings do not form part of the Agreement; they are for reference only and will not affect the interpretation of the Agreement;
- (d) any reference to dollars or currency will be in Canadian dollars and currency; and
- (e) "include", "includes" and "including" denote that the subsequent list is not exhaustive.

A1.2 Definitions. In the Agreement, the following terms will have the following meanings:

"Additional Provisions" means the terms and conditions set out in Schedule "B".

"Agreement" means this agreement entered into between the Province and the Recipient, all of the schedules listed in section 1.1, and any amending agreement entered into pursuant to section 4.1.

"Budget" means the budget attached to the Agreement as Schedule "D".

"Business Day" means any working day, Monday to Friday inclusive, excluding statutory and other holidays, namely: New Year's Day; Family Day; Good Friday; Easter Monday; Victoria Day; Canada Day; Civic Holiday; Labour Day; Thanksgiving Day; Remembrance Day; Christmas Day; Boxing Day and any other day on which the Province has elected to be closed for business.

"Effective Date" means the date set out at the top of the Agreement.

"Event of Default" has the meaning ascribed to it in section A12.1.

"Expiry Date" means the expiry date set out in Schedule "B".

"Funding Year" means:

- (a) in the case of the first Funding Year, the period commencing on the Effective Date and ending on the following March 31; and**
- (b) in the case of Funding Years subsequent to the first Funding Year, the period commencing on April 1 following the end of the previous Funding Year and ending on the following March 31 or the Expiry Date, whichever is first.**

"Funds" means the money the Province provides to the Recipient pursuant to the Agreement.

"Indemnified Parties" means His Majesty the King in right of Ontario, and includes His ministers, agents, appointees, and employees.

"Loss" means any cause of action, liability, loss, cost, damage, or expense (including legal, expert and consultant fees) that anyone incurs or sustains as a result of or in connection with the Project or any other part of the Agreement.

"Maximum Funds" means the maximum set out in Schedule "B".

"Notice" means any communication given or required to be given pursuant to the Agreement.

"Notice Period" means the period of time within which the Recipient is required to remedy an Event of Default pursuant to section A12.3(b), and includes any such period or periods of time by which the Province extends that time pursuant to section A12.4.

"Parties" means the Province and the Recipient.

"Party" means either the Province or the Recipient.

"Proceeding" means any action, claim, demand, lawsuit, or other proceeding that anyone makes, brings or prosecutes as a result of or in connection with the Project or with any other part of the Agreement.

"Project" means the undertaking described in Schedule "C".

"Records Review" means any assessment the Province conducts pursuant to section A7.4.

"Reports" means the reports described in Schedule "F".

A2.0 REPRESENTATIONS, WARRANTIES, AND COVENANTS

A2.1 General. The Recipient represents, warrants, and covenants that:

- (a) it is, and will continue to be, a validly existing legal entity with full power to fulfill its obligations under the Agreement;**
- (b) it has, and will continue to have, the experience and expertise necessary to carry out the Project;**
- (c) it is in compliance with, and will continue to comply with, all federal and provincial laws and regulations, all municipal by-laws, and any other orders, rules, and by-laws related to any aspect of the Project, the Funds, or both; and**
- (d) unless otherwise provided for in the Agreement, any information the Recipient provided to the Province in support of its request for funds (including information relating to any eligibility requirements) was true and complete at the time the Recipient provided it and will continue to be true and complete.**

A2.2 Execution of Agreement. The Recipient represents and warrants that it has:

- (a) the full power and capacity to enter into the Agreement; and**
- (b) taken all necessary actions to authorize the execution of the Agreement.**

A2.3 Governance. The Recipient represents, warrants, and covenants that it has, will maintain in writing, and will follow:

- (a) a code of conduct and ethical responsibilities for all persons at all levels of the Recipient's organization;**
- (b) procedures to enable the Recipient's ongoing effective functioning;**
- (c) decision-making mechanisms for the Recipient;**
- (d) procedures to enable the Recipient to manage Funds prudently and effectively;**
- (e) procedures to enable the Recipient to complete the Project**

successfully;

- (f) procedures to enable the Recipient to identify risks to the completion of the Project and strategies to address the identified risks, all in a timely manner;**
- (g) procedures to enable the preparation and submission of all Reports required pursuant to Article A7.0; and**
- (h) procedures to enable the Recipient to address such other matters as the Recipient considers necessary to enable the Recipient to carry out its obligations under the Agreement.**

A2.4 Supporting Proof. Upon the request of the Province, the Recipient will provide the Province with proof of the matters referred to in Article A2.0.

A3.0 TERM OF THE AGREEMENT

A3.1 Term. The term of the Agreement will commence on the Effective Date and will expire on the Expiry Date unless terminated earlier pursuant to Article A11.0 or Article A12.0.

A4.0 FUNDS AND CARRYING OUT THE PROJECT

A4.1 Funds Provided. The Province will:

- (a) provide the Recipient with Funds up to the Maximum Funds for the purpose of carrying out the Project;**
- (b) provide the Funds to the Recipient in accordance with the payment plan attached to the Agreement as Schedule "E"; and**
- (c) deposit the Funds into an account the Recipient designates provided that the account:**
 - (i) resides at a Canadian financial institution; and**
 - (ii) is in the name of the Recipient.**

A4.2 Limitation on Payment of Funds. Despite section A4.1:

- (a) the Province is not obligated to provide any Funds to the Recipient until the Recipient provides the certificates of insurance or other proof required pursuant to section A10.2;**

- (b) the Province is not obligated to provide instalments of Funds until it is satisfied with the progress of the Project; and**
- (c) the Province may adjust the amount of Funds it provides to the Recipient for any Funding Year based upon the Province's assessment of the information the Recipient provides to the Province pursuant to section A7.2.**

A4.3 Use of Funds and Carry Out the Project. The Recipient will do all of the following:

- (a) carry out the Project in accordance with the Agreement;**
- (b) use the Funds only for the purpose of carrying out the Project;**
- (c) spend the Funds only in accordance with the Budget;**
- (d) not use the Funds to cover any cost that has been or will be funded or reimbursed by one or more of any third party, ministry, agency, or organization of the Government of Ontario.**

A4.4 Interest-Bearing Account. If the Province provides Funds before the Recipient's immediate need for the Funds, the Recipient will place the Funds in an interest-bearing account in the name of the Recipient at a Canadian financial institution.

A4.5 Interest. If the Recipient earns any interest on the Funds, the Province may do either or both of the following:

- (a) deduct an amount equal to the interest from any further instalments of Funds;**
- (b) demand from the Recipient the payment of an amount equal to the interest.**

A4.6 Rebates, Credits, and Refunds. The Province will calculate Funds based on the actual costs to the Recipient to carry out the Project, less any costs (including taxes) for which the Recipient has received, will receive, or is eligible to receive, a rebate, credit, or refund.

A5.0 RECIPIENT'S ACQUISITION OF GOODS OR SERVICES, AND DISPOSAL OF ASSETS

A5.1 Acquisition. If the Recipient acquires goods, services, or both with the Funds, it will do so through a process that promotes the best value for money.

A5.2 Disposal. The Recipient will not, without the Province's prior consent, sell, lease, or otherwise dispose of any asset purchased or created with the Funds or for which Funds were provided, the cost of which exceeded the amount as set out in Schedule "B" at the time of purchase.

A6.0 CONFLICT OF INTEREST

A6.1 Conflict of Interest Includes. For the purposes of Article A6.0, a conflict of interest includes any circumstances where:

- (a) the Recipient; or
- (b) any person who has the capacity to influence the Recipient's decisions,

has outside commitments, relationships, or financial interests that could, or could be seen by a reasonable person to, interfere with the Recipient's objective, unbiased, and impartial judgment relating to the Project, the use of the Funds, or both.

A6.2 No Conflict of Interest. The Recipient will carry out the Project and use the Funds without an actual, potential, or perceived conflict of interest unless:

- (a) the Recipient:
 - (i) provides Notice to the Province disclosing the details of the actual, potential, or perceived conflict of interest; and
 - (ii) requests the consent of the Province to carry out the Project with an actual, potential, or perceived conflict of interest;
- (b) the Province provides its consent to the Recipient carrying out the

**Project with an actual, potential, or perceived conflict of interest;
and**

- (c) the Recipient complies with any terms and conditions the Province may prescribe in its consent.**

A7.0 REPORTS, ACCOUNTING, AND REVIEW

A7.1 Province Includes. For the purposes of sections A7.4, A7.5 and A7.6, "Province" includes any auditor or representative the Province may identify.

A7.2 Preparation and Submission. The Recipient will:

- (a) submit to the Province at the address set out in Schedule "B" :**
 - (i) all Reports in accordance with the timelines and content requirements set out in Schedule "F";**
 - (ii) any other reports in accordance with any timelines and content requirements the Province may specify from time to time;**
- (b) ensure that all Reports and other reports are:**
 - (i) completed to the satisfaction of the Province; and**
 - (ii) signed by an authorized signing officer of the Recipient.**

A7.3 Record Maintenance. The Recipient will keep and maintain for a period of seven years from their creation:

- (a) all financial records (including invoices and evidence of payment) relating to the Funds or otherwise to the Project in a manner consistent with either international financial reporting standards or generally accepted accounting principles or any comparable accounting standards that apply to the Recipient; and**
- (b) all non-financial records and documents relating to the Funds or otherwise to the Project.**

A7.4 Records Review. The Province may, at its own expense, upon twenty-four hours' Notice to the Recipient and during normal business hours enter

upon the Recipient's premises to conduct an audit or investigation of the Recipient regarding the Recipient's compliance with the Agreement, including assessing any of the following:

- (a) the truth of any of the Recipient's representations and warranties;
- (b) the progress of the Project;
- (c) the Recipient's allocation and expenditure of the Funds.

A7.5 Inspection and Removal. For the purposes of any Records Review, the Province may take one or both of the following actions:

- (a) inspect and copy any records and documents referred to in section A7.3;
- (b) remove any copies the Province makes pursuant to section A7.5(a).

A7.6 Cooperation. To assist the Province in respect of its rights provided for in section A7.5, the Recipient will cooperate with the Province by:

- (a) ensuring that the Province has access to the records and documents wherever they are located;
- (b) assisting the Province to copy records and documents;
- (c) providing to the Province, in the form the Province specifies, any information the Province identifies; and
- (d) carrying out any other activities the Province requests.

A7.7 No Control of Records. No provision of the Agreement will be construed to give the Province any control whatsoever over any of the Recipient's records.

A7.8 Auditor General. The Province's rights under Article A7.0 are in addition to any rights provided to the Auditor General pursuant to section 9.1 of the *Auditor General Act* (Ontario).

A8.0 COMMUNICATIONS REQUIREMENTS

A8.1 Acknowledge Support. Unless the Province directs the Recipient to do otherwise, the Recipient will in each of its Project-related publications, whether written, oral, or visual:

- (a) acknowledge the support of the Province for the Project;
- (b) ensure that any acknowledgement is in a form and manner as the Province directs; and
- (c) indicate that the views expressed in the publication are the views of the Recipient and do not necessarily reflect those of the Province.

A9.0 INDEMNITY

A9.1 Indemnify. The Recipient will indemnify and hold harmless the Indemnified Parties from and against any Loss and any Proceeding, unless solely caused by the gross negligence or wilful misconduct of the Indemnified Parties.

A10.0 INSURANCE

A10.1 Insurance. The Recipient represents, warrants, and covenants that it has, and will maintain, at its own cost and expense, with insurers having a secure A.M. Best rating of B+ or greater, or the equivalent, all the necessary and appropriate insurance that a prudent person carrying out a project similar to the Project would maintain, including commercial general liability insurance on an occurrence basis for third party bodily injury, personal injury, and property damage, to an inclusive limit of not less than the amount set out in Schedule "B" per occurrence, which commercial general liability insurance policy will include the following:

- (a) the Indemnified Parties as additional insureds with respect to liability arising in the course of performance of the Recipient's obligations under, or otherwise in connection with, the Agreement;
- (b) a cross-liability clause;
- (c) contractual liability coverage; and
- (d) at least 30 days' written notice of cancellation.

A10.2 Proof of Insurance. The Recipient will:

- (a) provide to the Province, either:
 - (i) certificates of insurance that confirm the insurance coverage required by section A10.1; or

- (ii) other proof that confirms the insurance coverage required by section A10.1; and
- (b) in the event of a Proceeding, and upon the Province's request, the Recipient will provide to the Province a copy of any of the Recipient's insurance policies that relate to the Project or otherwise to the Agreement, or both.

A11.0 TERMINATION ON NOTICE

A11.1 Termination on Notice. The Province may terminate the Agreement at any time without liability, penalty, or costs upon giving 30 days' Notice to the Recipient.

A11.2 Consequences of Termination on Notice by the Province. If the Province terminates the Agreement pursuant to section A11.1, the Province may take one or more of the following actions:

- (a) cancel further instalments of Funds;
- (b) demand from the Recipient the payment of any Funds remaining in the possession or under the control of the Recipient; and
- (c) determine the reasonable costs for the Recipient to wind down the Project, and do either or both of the following:
 - (i) permit the Recipient to offset such costs against the amount the Recipient owes pursuant to section A11.2(b); and
 - (ii) subject to section A4.1(a), provide Funds to the Recipient to cover such costs.

A12.0 EVENT OF DEFAULT, CORRECTIVE ACTION, AND TERMINATION FOR DEFAULT

A12.1 Events of Default. Each of the following events will constitute an Event of Default:

- (a) in the opinion of the Province, the Recipient breaches any representation, warranty, covenant, or other term of the Agreement, including failing to do any of the following in accordance with the terms and conditions of the Agreement:
 - (i) carry out the Project;

~~(i)~~ use or spend Funds; or

~~(ii)~~ provide, in accordance with section A7.2, Reports or such other reports as the Province may have requested pursuant to section A7.2(a)(ii);

- (b) the Recipient's operations, its financial condition, its organizational structure or its control changes such that it no longer meets one or more of the eligibility requirements of the program under which the Province provides the Funds;
- (c) the Recipient makes an assignment, proposal, compromise, or arrangement for the benefit of creditors, or a creditor makes an application for an order adjudging the Recipient bankrupt, or applies for the appointment of a receiver;
- (d) the Recipient ceases to operate.

A12.2 Consequences of Events of Default and Corrective Action. If an Event of Default occurs, the Province may, at any time, take one or more of the following actions:

- (a) initiate any action the Province considers necessary in order to facilitate the successful continuation or completion of the Project;
- (b) provide the Recipient with an opportunity to remedy the Event of Default;
- (c) suspend the payment of Funds for such period as the Province determines appropriate;
- (d) reduce the amount of the Funds;
- (e) cancel further instalments of Funds;
- (f) demand from the Recipient the payment of any Funds remaining in the possession or under the control of the Recipient;
- (g) demand from the Recipient the payment of an amount equal to any Funds the Recipient used, but did not use in accordance with the Agreement;
- (h) demand from the Recipient the payment of an amount equal to any

Funds the Province provided to the Recipient;

- (i) demand from the Recipient the payment of an amount equal to the costs the Province incurred or incurs to enforce its rights under the Agreement, including the costs of any Records Review and the costs it incurs to collect any amounts the Recipient owes to the Province; and**
- (j) upon giving Notice to the Recipient, terminate the Agreement at any time, including immediately, without liability, penalty or costs to the Province.**

A12.3 Opportunity to Remedy. If, pursuant to section A12.2(b), the Province provides the Recipient with an opportunity to remedy the Event of Default, the Province will give Notice to the Recipient of:

- (a) the particulars of the Event of Default; and**
- (b) the Notice Period.**

A12.4 Recipient not Remediating. If the Province provides the Recipient with an opportunity to remedy the Event of Default pursuant to section A12.2(b), and:

- (a) the Recipient does not remedy the Event of Default within the Notice Period;**
- (b) it becomes apparent to the Province that the Recipient cannot completely remedy the Event of Default within the Notice Period; or**
- (c) the Recipient is not proceeding to remedy the Event of Default in a way that is satisfactory to the Province,**

the Province may extend the Notice Period, or initiate any one or more of the actions provided for in sections A12.2(a), (c), (d), (e), (f), (g), (h), (i) and (j).

A12.5 When Termination Effective. Termination under Article A12.0 will take effect as provided for in the Notice.

A13.0 FUNDS AT THE END OF A FUNDING YEAR

A13.1 Funds at the End of a Funding Year. Without limiting any rights of the Province under Article A12.0, if, by the end of a Funding Year, the Recipient has not spent all of the Funds allocated for that Funding Year as provided for in the Budget, the Province may take one or both of the following actions:

- (a) demand from the Recipient payment of the unspent Funds;
- (b) adjust the amount of any further instalments of Funds accordingly.

A14.0 FUNDS UPON EXPIRY

A14.1 Funds Upon Expiry. Upon expiry of the Agreement, the Recipient will pay to the Province any Funds remaining in its possession, under its control, or both.

A15.0 DEBT DUE AND PAYMENT

A15.1 Payment of Overpayment. If at any time the Province provides Funds in excess of the amount to which the Recipient is entitled under the Agreement, the Province may:

- (a) deduct an amount equal to the excess Funds from any further instalments of Funds; or
- (b) demand that the Recipient pay to the Province an amount equal to the excess Funds.

A15.2 Debt Due. If, pursuant to the Agreement:

- (a) the Province demands from the Recipient the payment of any Funds, an amount equal to any Funds or any other amounts owing under the Agreement; or
- (b) the Recipient owes to the Province any Funds, an amount equal to any Funds or any other amounts owing under the Agreement, whether or not the Province has demanded their payment,

such amounts will be deemed to be debts due and owing to the Province by the Recipient, and the Recipient will pay the amounts to the Province immediately, unless the Province directs otherwise.

A15.3 Interest Rate. The Province may charge the Recipient interest on any money owing to the Province by the Recipient under the Agreement at the then current interest rate charged by the Province of Ontario on accounts receivable.

A15.4 **Payment of Money to Province.** The Recipient will pay any money owing to the Province by cheque payable to the "Ontario Minister of Finance" and delivered to the Province at the address set out in Schedule "B".

A15.5 Fails to Pay. Without limiting the application of section 43 of the *Financial Administration Act* (Ontario), if the Recipient fails to pay any amount owing under the Agreement, His Majesty the King in right of Ontario may deduct any unpaid amount from any money payable to the Recipient by His Majesty the King in right of Ontario.

A16.0 NOTICE

A16.1 Notice in Writing and Addressed. Notice will be:

- (a) in writing;
- (b) delivered by email, postage-prepaid mail, personal delivery, courier or fax; and
- (c) addressed to the Province or the Recipient as set out in Schedule "B", or as either Party later designates to the other by Notice.

A16.2 Notice Given. Notice will be deemed to have been given:

- (a) in the case of postage-prepaid mail, five Business Days after the Notice is mailed; or
- (b) in the case of fax, one Business Day after the Notice is delivered; and
- (c) in the case of email, personal delivery or courier on the date on which the Notice is delivered.

A16.3 Postal Disruption. Despite section A16.2(a), in the event of a postal disruption:

- (a) Notice by postage-prepaid mail will not be deemed to be given; and

- (b) the Party giving Notice will give Notice by email, personal delivery, courier or fax.

A17.0 CONSENT BY PROVINCE AND COMPLIANCE BY RECIPIENT

A17.1 Consent. When the Province provides its consent pursuant to the Agreement:

- (a) it will do so by Notice;
- (b) it may attach any terms and conditions to the consent; and
- (c) the Recipient may rely on the consent only if the Recipient complies with any terms and conditions the Province may have attached to the consent.

A18.0 SEVERABILITY OF PROVISIONS

A18.1 Invalidity or Unenforceability of Any Provision. The invalidity or unenforceability of any provision of the Agreement will not affect the validity or enforceability of any other provision of the Agreement.

A19.0 WAIVER

A19.1 Condonation not a waiver. Failure or delay by the either Party to exercise any of its rights, powers or remedies under the Agreement will not constitute a waiver of those rights, powers or remedies and the obligations of the Parties with respect to such rights, powers or remedies will continue in full force and effect.

A19.2 Waiver. Either Party may waive any of its rights, powers or remedies under the Agreement by providing Notice to the other Party. A waiver will apply only to the specific rights, powers or remedies identified in the Notice and the Party providing the waiver may attach terms and conditions to the waiver.

A20.0 INDEPENDENT PARTIES

A20.1 Parties Independent. The Recipient is not an agent, joint venturer, partner, or employee of the Province, and the Recipient will not represent itself in any way that might be taken by a reasonable person to suggest that it is or take any actions that could establish or imply such a relationship.

A21.0 ASSIGNMENT OF AGREEMENT OR FUNDS

A21.1 No Assignment. The Recipient will not, without the prior written consent of the Province, assign any of its rights or obligations under the Agreement.

A21.2 Agreement Binding. All rights and obligations contained in the Agreement will extend to and be binding on:

- (a) the Recipient's heirs, executors, administrators, successors, and permitted assigns; and
- (b) the successors to His Majesty the King in right of Ontario.

A22.0 GOVERNING LAW

A22.1 Governing Law. The Agreement and the rights, obligations, and relations of the Parties will be governed by and construed in accordance with the laws of the Province of Ontario and the applicable federal laws of Canada. Any actions or proceedings arising in connection with the Agreement will be conducted in the courts of Ontario, which will have exclusive jurisdiction over such proceedings.

A23.0 FURTHER ASSURANCES

A23.1 Agreement into Effect. The Recipient will:

- (a) provide such further assurances as the Province may request from time to time with respect to any matter to which the Agreement pertains; and
- (b) do or cause to be done all acts or things necessary to implement and carry into effect the terms and conditions of the Agreement to their full extent.

A24.0 JOINT AND SEVERAL LIABILITY

A24.1 Joint and Several Liability. Where the Recipient comprises more than one entity, each entity will be jointly and severally liable to the Province for the fulfillment of the obligations of the Recipient under the Agreement.

A25.0 RIGHTS AND REMEDIES CUMULATIVE

A25.1 Rights and Remedies Cumulative. The rights and remedies of the Province under the Agreement are cumulative and are in addition to, and not in substitution for, any of its rights and remedies provided by law or in equity.

A26.0 FAILURE TO COMPLY WITH OTHER AGREEMENTS

A26.1 Other Agreements. If the Recipient:

- (a) has failed to comply with any term, condition, or obligation under any other agreement with His Majesty the King in right of Ontario or one of Her agencies (a "Failure");
- (b) has been provided with notice of such Failure in accordance with the requirements of such other agreement;
- (c) has, if applicable, failed to rectify such Failure in accordance with

the requirements of such other agreement; and

(d) such Failure is continuing,

the Province may suspend the payment of Funds for such period as the Province determines appropriate.

A27.0 SURVIVAL

A27.1 Survival. The following Articles and sections, and all applicable cross-referenced Articles, sections and schedules, will continue in full force and effect for a period of seven years from the date of expiry or termination of the Agreement: Article 1.0, Article 2.0, Article A1.0 and any other applicable definitions, section A2.1(a), sections A4.4, A4.5, A4.6, section A5.2, section A7.1, section A7.2 (to the extent that the Recipient has not provided the Reports or other reports as the Province may have requested and to the satisfaction of the Province), sections A7.3, A7.4, A7.5, A7.6, A7.7, A7.8, Article A8.0, Article A9.0, section A11.2, section A12.1, sections A12.2(d), (e), (f), (g), (h), (i) and (j), Article A13.0, Article A14.0, Article A15.0, Article A16.0, Article A18.0, section A21.2, Article A22.0, Article A24.0, Article A25.0 and Article A27.0.

END OF GENERAL TERMS AND CONDITIONS

SCHEDULE "B"
PROJECT SPECIFIC INFORMATION AND ADDITIONAL PROVISIONS

Maximum Funds	\$294,000.79
Expiry Date	August 31, 2031
Amount for the purposes of section A5.2 (Disposal) of Schedule "A"	\$1,000
Insurance	\$ 2,000,000
Contact information for the purposes of Notice to the Province	Position: Tracey Dawson-Kinnonen, Director Transportation, Trade and Investment Branch Northern Development Division Ministry of Northern Economic Development and Growth Fax: 705-541-2140 Email: Tracey.Dawson-Kinnonen@ontario.ca
Contact information for the purposes of Notice to the Recipient	Position: Malorie Robinson Address: , , , , Fax: Email: mrobinson@latchford.ca
Contact information for the senior financial person in the Recipient organization (e.g., CFO, CAO) – to respond as required to requests from the Province related to the Agreement	Position: Malorie Robinson Address: , , , , Fax: Email: mrobinson@latchford.ca

Additional Provisions:

B1: Definitions. The following additional definitions are added to Schedule "A" as follows:

"Eligible Costs" means those eligible expenses set out in the Program Guidelines, as may be amended from time to time, subject to the sole discretion of the Province.

"Funding Period" means the period from April 1, 2026 to March 31, 2031.

"Program" means the Northern Ontario Resource Development Support Fund

Program.

"Program Guidelines" means the Northern Ontario Resource Development Support Fund Program Guidelines, as amended from time to time by the Province.

"Project Information Form" means the form attached as Appendix I, as amended from time to time by the Province, submitted to the Province by the Recipient that describes the undertakings being proposed to be undertaken by the Recipient.

B2: Definitions: The definition of "Budget" is deleted and replaced with the following:

"Budget" means all "PIF Budgets" in Schedule "C"

B3: Definitions: The definition of "Project" is deleted and replaced with the following:

"Project" has the meaning set out in Schedule "C".

B4: Section A4.3 is amended by adding the following as A4.3(e):

(e) only use the Funds for Eligible Costs.

B5: Section A7.2(a) is deleted and replaced with the following:

- (a) submit to the Province at the address set out in Schedule "B", or through the Transfer Payment Ontario system, as applicable:
 - (i) all Reports in accordance with the timelines and content requirements set out in Schedule "F";
 - (ii) any other reports in accordance with any timelines and content requirements the Province may specify from time to time, which for greater certainty may include a report to be submitted by the Recipient from time to time on 30 days notice from the Province;

B6: Section A13.1 is deleted and replaced with the following:

A13.1 Funds at the End of Funding Period. Without limiting any rights of the Province under Article A12.0, if the Recipient has not spent all of the Funds allocated for the Funding Period as provided for in the Budget, unspent Funds form a debt due immediately repayable without any further action or demand from the Province.

SCHEDULE "C"
PROJECT AND BUDGET

The Recipient will carry out all undertakings as described in each Project Information Form in accordance with the budget in each such Project Information Form (each a "PIF Budget"), as approved by the Province in its sole discretion, and in accordance with the timelines of Schedule "E" (the "Project"). The Province will only provide Funds towards Eligible Costs in the Budget.

For clarity, the first Project Information Form for Agreement is the Project Information Form submitted with the Recipient's application for funding, provided it has been approved by the Province in its sole discretion.

The submission and approval of the Project Information Form(s) will be through the Transfer Payment Ontario system.

SCHEDULE "D"

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SCHEDULE "E"
PAYMENT PLAN

Payment Schedule:

Milestone	Milestone Due Date	Payment Date	Amount
Agreement fully executed by both Parties	Not applicable	Within 30 days after Agreement fully executed by both Parties	\$58,800.16
Delivery of the following: • Project Information Form for 2027-28; and • Annual Report for 2026-27	March 31, 2027	Within 30 days after written approval of the Project Information Form for 2027-28 and Annual Report for 2026-27 by the Province, but no earlier than April 1, 2027	\$58,800.16
Delivery of the following: • Project Information Form for 2028-29; and • Annual Report for 2027-28	March 31, 2028	Within 30 days after written approval of the Project Information Form for 2028-29 and Annual Report for 2027-28 by the Province, but no earlier than April 1, 2028	\$58,800.16
Delivery of the following: • Project Information Form for 2029-30; and • Annual Report for 2028-29	March 31, 2029	Within 30 days after written approval of the Project Information Form for 2029-30 and Annual Report for 2028-29 by the Province, but no earlier than April 1, 2029	\$58,800.16
Delivery of the following: • Project Information Form for 2030-	March 31, 2030	Within 30 days after written approval of the Project Information Form for 2030-31 and Annual	\$58,800.16

31; and Annual Report for 2029-30		Report for 2029-30 by the Province, but no earlier than April 1, 2030	
---	--	---	--

SCHEDULE "F" **REPORTS**

The Recipient will submit Annual Reports by the dates indicated in the Report Schedule chart below.

Report Schedule	
Name of Report	Due Date
2026-2027 Annual Report	March 31, 2027
2027-2028 Annual Report	March 31, 2028
2028-2029 Annual Report	March 31, 2029
2029-2030 Annual Report	March 31, 2030
2030-2031 Annual Report	March 31, 2031

Report Details:

Each Annual Report must be submitted in the format attached in Appendix II to this Schedule "F", and will include, but will not be limited to, the following information:

1. Provide an accounting of all Funds used during the Funding Year, including with reference to the Budget;
2. Include a declaration signed by an authorized signing authority of the Recipient confirming current year expenditures; and
3. Include an accounting of any unspent Funds, including any interest earned on those Funds.

The completion, submission and approval of the Project Information Form will be through the Transfer Payment Ontario system, unless otherwise specified by the Province.

Appendix I Form of Project Information Form

		Expand	Validate
Instructions	A - Organization Information	B - Organization Address Information	
C - Contact Information	D - Grant Payment Information	E - Project Information Form(s)	
F - Certification	G - Declaration and Signing		

E - Project Information Form(s)

For more information and guidance, hover your cursor over each question below. A pop-up box with helpful tips or additional information will appear to assist you in completing the form.

Additional projects can be submitted by clicking the "ADD" button below. A new series of fields will appear, allowing you to enter information on your additional project(s).

Add		Remove
Project Name: *	Project Type: *	
Project Description: *		
Resource Development Sector: *	Type of Resource Development Impact:	
Resource Development Impacts: *		
Is the project aligned with an existing municipal planning document? Planning Documents: Check all that apply		
Asset Management Plan	Official Plan	Strategic Plan
☐	☐	☐
Project Start Date (mm/dd/yyyy) *		Project End Date (mm/dd/yyyy) *
Partnership Type (Select One) *		

If you are the lead partner, please indicate that you own the asset. If you are a supporting municipality, please identify the project lead and confirm the amount of NORDS funding that is to be transferred to the lead municipality.

Note that supporting municipalities must submit a Council resolution confirming your support.

Total Project Costs *	Eligible Project Costs (e.g. capital costs) *

Project Expenditure Forecast

Year	Expenditure Amount	NORDS Allocation(s) to be utilized towards the project
2026-27 - Year 1		
2027-28 - Year 2		

260528-29

E - Project Information Form(s) Page 1 of 2

2028-29 - Year 3		
2029-30 - Year 4		
2030-31 - Year 5		
Total		

Other Funding Sources

Identify all other funding sources related to the proposed project.

Funding Source Include:

1. Ontario Community Infrastructure Fund (OCIF)
2. Build Communities Strong Fund (BCSF) Community Stream
3. Investing in Canada Infrastructure Program (ICIP)
4. Connecting Links Program
5. Northern Ontario Heritage Fund Corporation (NOHFC)
6. Municipality,
7. other

Name of Funding Source - 1	Funding Amount - 1	Status - 1
Name of Funding Source - 2	Funding Amount - 2	Status - 2
Name of Funding Source - 3	Funding Amount - 3	Status - 3

Appendix II
Form of Annual Report

Parts A – C: Organization Information

Part D:

NORDS FUNDS TO BE UTILIZED	
Funds from 2026-27 Funding Year unspent	
Funds from 2027-28 Funding Year unspent	
Funds from 2028-29 Funding Year unspent	
Funds from 2029-30 Funding Year unspent	
Funds for 20XX-XX Funding Year	
TOTAL NORDS FUNDS TO BE UTILIZED IN 20XX-XX FUNDING YEAR	
TOTAL OF 20XX-XX NORDS EXPENDITURES FROM PROJECT(S) BELOW	
VARIANCE (CARRY FORWARD TO 20XX-XX FUNDING YEAR)	
INTEREST EARNED	
20XX-XX Funding Year interest earned (at year-end only)	
20XX-XX NORDS FUNDS AMOUNT	

Part E: Project Updates (complete for each approved project)

Project Name

Project Type

Status

Construction Start Date

Construction Completion Date

Project Description (max 4000 characters): *Please describe the key Project activities that were completed and explain in detail how the NORDS Funds were utilized during the Fiscal Year (April 1 to March 31).*

Total Project Costs:

Previous Funding Years expenditures

Year	Total Project Cost	NORDS Funds utilized towards the Project
-------------	---------------------------	---

2026-27	\$	\$
2027-28	\$	\$
2028-29	\$	\$
2029-30	\$	\$

20XX-XX Funding Year expenditures

Year	Total Project Costs	NORDS Funds spent on the Project
20XX-XX	\$	\$

Future years expenditure forecast

Year	Total Project Costs	NORDS Funds to be utilized towards the Project
2027-28	\$	
2028-29	\$	
2029-30	\$	
2030-31	\$	
Total	\$	\$

Project Update

1. Provide an update on the progress achieved on the Project during the Funding Year and the remaining activities to be completed.(max 4,000 characters)

Project Outcomes

1. Did the Project extend the service life of a municipal asset(s)? (Click Yes or No)
2. What is the estimated extension of the asset life (checkboxes)
 - < 5 years
 - 5 – 10 years
 - > 10 years
3. Identify municipal documentation to support the estimates (checkboxes)
 - Engineering Assessment
 - Industry Standards

- Other: _____

4. What type of benefit was achieved as a direct result of the Project? (select one option)

- Mitigated resource development impacts
- Prepare for future resource development opportunities
- Other _____

5. How many municipal assets report an improvement in condition or capacity due to the Project? (enter total number of assets)

6. Identify the type of condition or capacity improvements experienced due to the Project?

- Road or bridge load
- Traffic volume
- Water or Wastewater
- Industrial / Resource Site Access
- Other _____

7. Indicate specific measurable improvements as a direct result of the Project

Measurable Improvements	Result	Applicable to Project Type
Kilometers of road rehabilitated		Road Rehabilitation
Number of bridges improved		Bridge Improvements
Number of bridges replaced		Bridge Replacements
Square metres (m ²) of bridge deck rehabilitated		Bridge Improvements & Bridge Replacements
Linear metres (m) or kilometres (km) of pipe replaced or installed		Water/Wastewater
Cubic metres per day		Water/Wastewater

(m³/day) capacity supported		
Number of municipal buildings improved		Municipal Infrastructure
Square metres (m²) of building improved		Municipal Infrastructure
Cubic metres (m³) of landfill capacity constructed		Landfill
Square metres (m²) of runway/taxiway/apron surface improved		Airport Improvements
Other measurable improvements		Available for all project types

8. Identify municipal documentation to support the improvement estimates (checkboxes)

- Engineering Assessment
- Industry Standards
- Other: _____

Part F: Declaration / Signing

The Recipient hereby certifies that any information provided in this Annual Report is true, correct and complete, including but not limited to:

- the financial data in Section D – NORDS Funds Utilized, and that it agrees with the records of the Recipient,
- that all costs described are Eligible Costs in accordance with the NORDS Fund program guidelines;
- The representations and warranties set out in the Agreement with the Province in connection with this Project are true and correct in all material respects;
- No event of default has occurred and is continuing under the Agreement with the Province in connection with this project; and
- All of the Recipient's obligations to date, as set out in the Agreement, have been satisfied.

Recipient

Date:

Name: _____

Position:



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.

[BALANCE OF THE PAGE INTENTIONALLY LEFT BLANK]

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	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. The site visit will consider: • 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	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. Key areas of discussion may include, but are not limited to: • 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	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. 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.
Host Roundtable Discussions, Focus Groups & Workshops	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. 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.
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

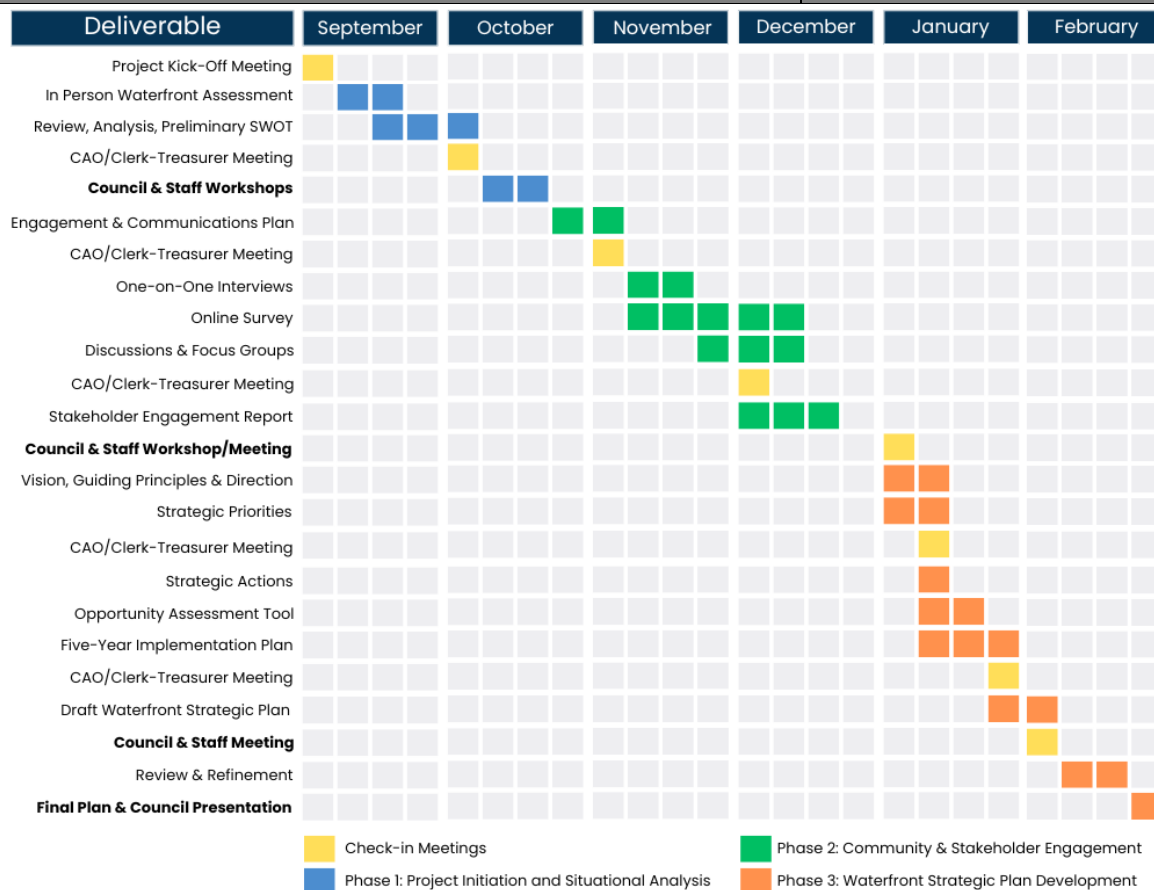
Phase Three: Waterfront Strategic Plan Development	
Deliverable	Scope of Work
Council & Staff Workshop/Meeting	Meet with both the CAO/Clerk-Treasurer and Council to present the draft stakeholder engagement report and review the engagement findings and explore the future vision for Latchford's waterfront. 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	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. KJCo. will present the final Plan to Council, highlighting the key findings, strategic direction, priority actions, and recommended next steps.

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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CAO/CLERK-TREASURER
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THE CORPORATION OF THE TOWN OF LATCHFORD

BY-LAW No.: 2026-039

Being a By-Law to Confirm the proceedings of the Council of the Corporation of the Town of Latchford.

Whereas Subsection 3 of Section 5 of the Municipal Act provides that municipal powers, including a municipality's capacity, rights, powers and privileges under Section 9, shall be exercised by by-law unless the municipality is specifically authorized to do otherwise;

And Whereas it is deemed expedient and desirable that the proceedings of the Council of the Corporation of the Town of Latchford at this meeting be confirmed and adopted by by-law;

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

1. **That**, the action of the Council of the Town of Latchford at its meeting held on the 13th day of October 2026, in respect to each by-law and resolution and other action passed and taken or direction given by Council at its meeting, is, except where the prior approval of the Ontario Municipal Board is required, hereby adopted, ratified and confirmed as if all such proceedings were expressly embodied in this By-law.
2. **And Further**, the Mayor or in their absence, the Acting Head of Council and the proper officers of the Town of Latchford are hereby authorized and directed to do all things necessary to give effect to the said action or to obtain approvals where required, and, except where otherwise provided, the Mayor and the Clerk are hereby directed to execute all documents necessary in that behalf, and to affix the Corporate Seal of the Town of Latchford to all such documents.
3. **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