



**Corporation of the Town of Latchford
Regular Meeting of Council
Town of Latchford Municipal Office – Council Chambers
Tuesday August 18th, 2026
6:00 pm**

1. Call to Order and Mayoral Comments

2. Adoption of the Agenda

2.1. Resolution No.: 26/140

Moved by:

Seconded by:

Be it resolved that the August 18th, 2026 agenda be adopted as circulated.

3. Declaration of Pecuniary Interest/Conflict of Interest

4. Adoption of the Minutes

4.1. Regular Council Meeting July 14th, 2026

Resolution No.: 26/141

Moved by:

Seconded by:

Be it resolved that the Council of the Town of Latchford hereby approve the minutes of the Regular Meeting of Council held on July 14th, 2026 as circulated and presented.

5. Delegations

5.1. Steve Acland – Kemp Elliot & Blair

2025 Financial Statements Presentation

Resolution No.: 26/142

Moved by:

Seconded by:

Be it resolved that the Council of the Town of Latchford accept the 2025 financial statements as presented.

6. Staff Reports

6.1. Public Works Staff Report No. PW-2026-07

Resolution No.: 26/143

Moved by:

Seconded by:

Be it resolved that Council receive Staff Report No. PW-2026-07 entitled “July 2026/August 2026 Work Plan” for information purposes.

6.2. CAO/Clerk-Treasurer Report No. CAO-2026-012

Resolution No.: 26/144

Moved by:

Seconded by:

Be it resolved that Council receive report number CAO-2026-12 titled “RFP 2026-03 – Consulting Services for New Official Plan and Comprehensive Zoning By-law”

And that, Council accepts the proposal submitted by Fotenn Planning & Design in the amount of \$55,360 plus applicable HST;

And that, Council authorize the transfer of \$55,360 plus applicable HST to be transferred from the Modernization Reserve;

And further that the CAO/Clerk-Treasurer be authorized to finalize and execute the consulting services agreement and any other documents necessary to proceed with the project.

7. Correspondence

7.1. Action Items

7.1.1. Accounts Payable & Payroll Listing for July 8th, 2026 – August 12th, 2026

Resolution No.: 26/145

Moved by:

Seconded by:

Be it resolved that the Council for the Corporation of the Town of Latchford approve the attached accounts payable in the amount of \$106,688.99 and payroll expenses in the amount of \$36,300.67.

7.1.2. NOHFC Funding File No. 74006224 - Municipal Administration & Strategic Projects Intern

Resolution No.: 26/146

Moved by:

Seconded by:

Be it resolved that, Council receives correspondence from the Northern Ontario Heritage Fund Corporation (NOHFC) dated July 17, 2026, regarding File No. 74006224 – Municipal Administration & Strategic Projects Intern, for information; And that, Council approves proceeding with the recruitment and hiring of a Municipal Administration & Strategic Projects Intern at a rate of \$20.00 per hour, subject to final approval of funding from NOHFC; And further that, Council acknowledges that \$35,000 of the employment costs are anticipated to be funded through the Northern Ontario Heritage Fund Corporation; And finally that, the CAO/Clerk-Treasurer be authorized to undertake the recruitment and selection process and execute any necessary documentation related to the internship and NOHFC funding.

7.1.3. Resolution for Support – Clearview Township

Resolution No.: 26/147

Moved by:

Seconded by:

Be it resolved that the Council of the Town of Latchford approve Clearview Townships' request for support on Traffic Calming and Speeding Mitigation Techniques; And further that a copy of this resolution be sent to the appropriate Ministers, Agencies and Clearview Township.

7.1.4. Purchase of PLAN M57NB S PT LOT 58 PCL 12157SST – K.Livingston

Resolution No.: 26/148

Moved by:

Seconded by:

Be it resolved that, Council receives the correspondence dated August 6, 2026, from Krystal Livingston regarding the request to purchase vacant municipal land adjacent to 53 Hillview Street, legally described as PLAN M57NB S PT LOT 58 PCL 12157SST, for information;

And that, Council hereby declares the municipally owned lands legally described as PLAN M57NB S PT LOT 58 PCL 12157SST surplus to the needs of the Corporation of the Town of Latchford;

And that, subject to confirmation by staff that the subject lands do not have direct access and/or are of insufficient size to permit construction of a building in conformity with the applicable Zoning By-law or Building Code, Council acknowledges that the proposed disposal to the owner of the abutting property at 53 Hillview Street qualifies for the exemption provided under Section (e) of the Exemptions contained in Sale of Land Policy CORP-007;

And that, staff be directed to obtain an appropriate opinion of value or appraisal, as applicable, and undertake the necessary steps to facilitate the proposed sale;

And that, the proposed sale be conditional upon the subject lands being merged with the abutting property at 53 Hillview Street, where required or recommended by the Municipality;

And that, all costs associated with the proposed transaction, including but not limited to appraisal or valuation, survey, severance, legal, registration and other applicable costs, be borne by the purchaser;

And finally that, the final purchase price and terms and conditions of the proposed sale be brought back to Council for approval prior to the execution and completion of the transaction.

7.2. Information Items

Resolution No.: 26/149

Moved by:

Seconded by:

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

7.2.1. City of Temiskaming Shores - Ontario Transit Investment Fund (OTIF) Conditional Approval

7.2.2. Vic Fedeli – News Release Ontario Transit Investment Fund (OTIF) Conditional Approval

8. Business Arising

8.1. Memorial/Recognition Board at the playground

8.2. Resolution for Support – NOHFC Funding

Resolution No.: 26/150

Moved by:

Seconded by:

Whereas, municipalities are required to plan for responsible growth, housing, economic development, infrastructure, environmental protection and the long-term needs of their communities through comprehensive land-use planning documents, including Official Plans and Zoning By-laws;

And whereas, Official Plans and Zoning By-laws must be periodically reviewed and updated to ensure they remain consistent with current provincial legislation, policies, community needs, development pressures and opportunities for economic growth;

And whereas, the cost of undertaking comprehensive Official Plan and Zoning By-law reviews can represent a significant financial burden, particularly for small, rural and

northern municipalities with limited tax bases, staffing capacity and financial resources;
And whereas, outdated planning documents can create barriers to residential, commercial and industrial development, limit a municipality's ability to respond to changing economic opportunities, and make it more difficult to identify and prepare lands for future growth;

And whereas, modern and current planning documents provide municipalities, residents, businesses and investors with greater certainty regarding where and how development can occur and allow municipalities to proactively plan for housing, employment lands, infrastructure and municipal services;

And whereas, investment in municipal planning is an investment in economic development, housing readiness and community growth, as updated Official Plans and Zoning By-laws can help municipalities remove unnecessary barriers to development and establish clear policies to support new investment;

And whereas, the Town of Latchford applied to the Northern Ontario Heritage Fund Corporation (NOHFC) for assistance with the modernization of its land-use planning framework and was advised that stand-alone studies are ineligible under the current NOHFC program guidelines;

And whereas, municipalities should not be required to choose between funding essential municipal services and undertaking the comprehensive planning work necessary to position their communities for future housing and economic growth;

Now therefore be it resolved that, the Council of the Corporation of the Town of Latchford hereby calls upon the Government of Ontario to establish a dedicated and sustainable funding program to assist municipalities with the costs associated with reviewing, updating and modernizing Official Plans and Comprehensive Zoning By-laws;

And further that, such a funding program recognize the differing financial and administrative capacities of municipalities and provide enhanced funding opportunities for small, rural, northern and lower-tier municipalities where the cost of comprehensive planning reviews can represent a disproportionate burden on the municipal tax base;

And further that, eligible costs include, but not be limited to, professional planning services, technical studies and background reports required to support Official Plan and Zoning By-law reviews, public and Indigenous consultation where applicable, mapping and geographic information system updates, growth and development analysis, infrastructure and servicing assessments, and other supporting work necessary to establish modern and effective municipal planning documents;

And further that, the Province recognize municipal Official Plans and Zoning By-laws as critical economic development and housing-enabling infrastructure that provide the regulatory foundation necessary to support investment, development and sustainable community growth;

And further that, consideration be given to establishing a recurring funding intake so municipalities can undertake required planning reviews proactively rather than delaying necessary updates because of financial constraints;

And finally that, a copy of this resolution be circulated to the Premier of Ontario; the Minister of Municipal Affairs and Housing; the Minister of Finance; the Minister of Economic Development, Job Creation and Trade; the Minister of Northern Economic Development and Growth; the Minister of Infrastructure; the Federal Economic Development Agency for Northern Ontario (FedNor); John Vanthof, MPP for Timiskaming—Cochrane; the Association of Municipalities of Ontario (AMO); the

Federation of Northern Ontario Municipalities (FONOM); the Northwestern Ontario Municipal Association (NOMA); the Rural Ontario Municipal Association (ROMA); and all municipalities in Ontario, requesting their support and endorsement of this resolution.

8.3. Water and Sewer Rates Project Update

8.4. Website Project Update

9. New Business

9.1. Resolution for Support – Request for Ontario Northland Railway to maintain and improve the appearance of public facing infrastructure along Highway 11

Resolution No.: 26/151

Moved by:

Seconded by:

Whereas Ontario Northland Railway (ONR) owns and maintains significant rail infrastructure throughout Northeastern Ontario, including bridges, overpasses and other structures that are highly visible from Highway 11 and within municipalities along the Highway 11 corridor;

And whereas, this infrastructure is an important component of Northern Ontario's transportation network and, due to its prominent location, also contributes to the overall appearance and first impression of the communities in which it is located;

And whereas, aging infrastructure that is visibly rusting, deteriorating or otherwise lacking routine exterior maintenance can negatively impact the aesthetic appearance of a community and the Highway 11 corridor, particularly where such infrastructure is located at or near community entrances and other highly travelled areas;

And whereas, municipalities throughout Northeastern Ontario invest considerable resources in community beautification, economic development, tourism, downtown revitalization and initiatives intended to create welcoming and attractive communities for residents, businesses and visitors;

And whereas, publicly visible transportation infrastructure should be maintained in a manner that reflects the importance of these investments and contributes positively to the communities through which it passes;

Now therefore be it resolved that, the Council of the Corporation of the Town of Latchford hereby requests that Ontario Northland Railway undertake the necessary preparation and painting of its railway bridge located along Highway 11 in the Town of Latchford and establish an appropriate schedule for the ongoing exterior maintenance of this structure;

And further that, Ontario Northland Railway be encouraged to review its publicly visible infrastructure throughout Northeastern Ontario, particularly infrastructure located along the Highway 11 corridor and within incorporated municipalities, and ensure that structures showing significant rust, deterioration or weathering receive appropriate exterior maintenance, including cleaning, surface preparation and painting where required;

And further that, Ontario Northland Railway recognize that the condition and appearance of its infrastructure can have an impact on community appearance, tourism, economic development and municipal beautification efforts, particularly in smaller Northern Ontario communities where railway infrastructure may be a prominent

feature of the community;

And further that, a copy of this resolution be forwarded to Ontario Northland Railway, the Minister of Transportation, the Minister of Northern Economic Development and Growth, local Members of Provincial Parliament, and municipalities throughout Northeastern Ontario requesting their support for this resolution.

10.By-Laws

10.1. By-Law 2026-031 Fotenn Planning & Design Official Plan and Zoning By-Law Agreement

Resolution No.: 26/152

Moved by:

Seconded by:

Be it resolved that By-law No. 2026-031, being a by-law to authorize an agreement with Fotenn Planning and Design to create an Official Plan and Comprehensive Zoning By-law for the Town of Latchford, be read a first, second and third time and finally passed this 18th day of August, 2026.

11.In-Camera

11.1. Personal matters about an identifiable individual, including municipal or local board employees and labour relations or employee negotiations.

Resolution No.: 26/153

Moved by:

Seconded by:

Be it resolved that, Council move into closed session at _____ PM, pursuant to Section 239 2(b) of the Municipal Act, 2001 as amended to discuss personal matters about an identifiable individual, including municipal or local board employees and (d) labour relations or employee negotiations.

11.2. Closed Session Adjournment

Resolution No.: 26/154

Moved by:

Seconded by:

Be it resolved that, Council adjourn Closed Session at _____ p.m. pursuant to Section 239 2(b) of the Municipal Act, 2001 as amended to discuss personal matters about an identifiable individual, including municipal or local board employees.

12.Adjournment

12.1. By-Law 2026-032 Confirming By-Law

Resolution No.: 26/155

Moved by:

Seconded by:

Be it resolved that the By-law No. 2026-030 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 August 18th, 2026 be read a first, second, third time and finally passed by the Council of the Corporation of the Town of Latchford.

12.2. Motion to Adjourn

Resolution No.: 26/156

Moved by:

Seconded by:

Be it resolved that the Council of the Town of Latchford hereby adjourns its meeting at _____ p.m. and to meet again at the Regular Meeting of Council scheduled for September 8th, 2026.



Corporation of the Town of Latchford
Minutes of the Regular Meeting of Council
Town of Latchford Municipal Office – Council Chambers
Tuesday July 14th, 2026
6:00 pm

Present: Mayor Gadoury-East, Councillors Newell, Cartner, Olson, Church, Cole

Regrets: Councillor McDonald

Staff: Malorie Robinson, CAO/Clerk-Treasurer

1. Call to Order and Mayoral Comments

2. Adoption of the Agenda

2.1. Resolution No.: 26/117

Moved by: Councillor Newell

Seconded by: Councillor Cartner

Be it resolved that the July 14th, 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 June 16th, 2026

Resolution No.: 26/118

Moved by: Councillor Church

Seconded by: Councillor Olson

Be it resolved that the Council of the Town of Latchford hereby approve the minutes of the Regular Meeting of Council held on June 16th, 2026 as circulated and presented.

CARRIED

5. Delegations

No Delegations Scheduled

6. Staff Reports

6.1. Public Works Staff Report No. PW-2026-06

Resolution No.: 26/119

Moved by: Councillor Cartner

Seconded by: Councillor Newell

Be it resolved that Council receive Staff Report No. PW-2026-06 entitled "Summer Operations" for information purposes.

CARRIED

7. Correspondence

7.1. Action Items

7.1.1. Accounts Payable & Payroll Listing for June 12th, 2026 – July 7th, 2026

Resolution No.: 26/120

Moved by: Councillor Cole

Seconded by: Councillor Church

Be it resolved that the Council for the Corporation of the Town of Latchford approve the attached accounts payable in the amount of \$144,958.26 and payroll expenses in the amount of \$28,165.65.

CARRIED

7.1.2. Letter from Dominick and Maurice Hacquard

Resolution No.: 26/121

Moved by: Councillor Newell

Seconded by: Councillor Cartner

Be it resolved that Council permit the Noise By-law exemption for 95 Empire Street;

And that, notices shall be posted at 95 Empire Street as well as notice be given to neighbouring residents that an event is taking place until 2 am on August 1st.

CARRIED

7.1.3. Motion for Support – Request for Provincial Review for Emergency Shelters Serving Women and Children Experiencing Intimate Partner Violence

Resolution No.: 26/122

Moved by: Councillor Olson

Seconded by: Councillor Church

Be it resolved that the Council of the Town of Latchford hereby support the attached resolution from the City of Mississauga;

And that a copy of this resolution be forwarded to the appropriate offices, Ministers and the City of Mississauga.

CARRIED

7.1.4. Motion for Support – Proposed Planning Act Changes Schedule 7 of Bill 119, the Proposed Protecting Ontario Streets and Communities Act

Resolution No.: 26/123

Moved by: Councillor Cole

Seconded by: Councillor Newell

Be it resolved that the Council of the Town of Latchford hereby support the attached resolution from the Township of Puslinch;

And that a copy of this resolution be forwarded to the appropriate offices, Ministers and the Township of Puslinch.

CARRIED

7.1.5. Motion for Support – Review of the Ontario Land Tribunal and Enhancing Deference to Municipal Planning Decisions.

Resolution No.: 26/124

Moved by: Councillor Cartner

Seconded by: Councillor Church

Be it resolved that the Council of the Town of Latchford hereby support the attached resolution from the Town of Whitby;

And that a copy of this resolution be forwarded to the appropriate offices, Ministers and the Town of Whitby.

CARRIED

7.1.6. Motion for Support – Highway 11 & 17 Rest Stops and Service Areas

Resolution No.: 26/125

Moved by: Councillor Olson

Seconded by: Councillor Cartner

Be it resolved that the Council of the Town of Latchford hereby support the attached resolution from the Township of Armour;

And that a copy of this resolution be forwarded to the appropriate offices, Ministers and the Township of Armour.

CARRIED

7.1.7. Letter from George Pirie

Resolution No.: 26/126

Moved by: Councillor Cartner

Seconded by: Councillor Church

Be it resolved that Council directs staff to prepare a Request for Support outlining the need for funding for small rural municipalities for plans (Official Plans, Zoning By-Laws, Studies, etc.) in order to promote economic growth in their municipalities.

CARRIED

7.2. Information Items

Resolution No.: 26/127

Moved by: Councillor Newell

Seconded by: Councillor Cartner

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

CARRIED

7.2.1. DTSSAB Q1 Report

7.2.2. FONOM Media Release – Northern Shield Energy Corridor Northern Ontario Opportunity

8. Business Arising

8.1. RFP 2026-03 Official Plan and Zoning By-Law Update

We have had interest from at least 4 planning firms and are hopeful that we will receive at least 3 bids for the Official Plan and Zoning By-law.

8.2. 2026 Budget Amendment

Resolution No.: 26/128

Moved by: Councillor Church

Seconded by: Councillor Olson

Be it resolved that Council approve an amendment to the 2026 Operating Budget;

And that, an increase in wages in Public Works in the amount of \$23,000 to cover wages for a summer student and a casual part-time employee with a reduction of \$23,000 budgeted for Public Works Reserves.

CARRIED

9. New Business

9.1. Cobalt Public Library Request for a Board Member

No interest at this time as the term of Council is winding down.

9.2. MTO Highway 11 Manholes – Lane Shifting

Resolution No.: 26/129

Moved by: Councillor Church

Seconded by: Councillor Cartner

Be it resolved that Council directs the Mayor and Clerk to send a formal letter to the Ministry of Transportation (MTO) requesting that pavement markings on Highway 11

through the Town of Latchford be revised so that the centreline is painted as a continuous line, consistent with other sections of Highway 11, in order to reduce noise impacts caused by commercial motor vehicles driving over existing manholes located in front of residential properties.

CARRIED

9.3. RFP 2026-02 Waterfront Strategic Plan

Resolution No.: 26/130

Moved by: Councillor Newell

Seconded by: Councillor Cartner

Be it resolved that Council approve the Waterfront Strategic Plan RFP as presented; And that Council directs staff to publish the RFP and begin accepting proposals;

CARRIED

10.By-Laws

10.1. By-Law 2026-026 Delegation of Authority

Resolution No.: 26/131

Moved by: Councillor Olson

Seconded by: Councillor Church

Be it resolved that By-law No. 2026-026, being to delegate authority to the CAO/Clerk-Treasurer should Council be in a Lamé Duck position after the Nomination Period closes on August 21st, 2026, be read a first, second and third time and finally passed this 14th day of July, 2026.

CARRIED

10.2. By-Law 2026-024 Water and Sewer Rates By-law

Resolution No.: 26/132

Moved by: Councillor Church

Seconded by: Councillor Cole

Be it resolved that the By-law No. 2026-024 being a by-law to establish water and sewer rates for the 2026 tax year for the Town of Latchford, be read a first, second and third time and finally passed this 14th day of July 2026.

CARRIED

10.3. By-Law 2026-027 Accountability and Transparency of Town Actions to the Public Policy

Resolution No.: 26/133

Moved by: Councillor Church

Seconded by: Councillor Cartner

Be it resolved that the By-law No. 2026-027 being a by-law to establish an Accountability and Transparency Policy for the Town of Latchford, be read a first, second and third time and finally passed this 14th day of July 2026.

CARRIED

10.4. By-Law 2026-028 Public Notice Policy

Resolution No.: 26/134

Moved by: Councillor Cartner

Seconded by: Councillor Olson

Be it resolved that the By-law No. 2026-028 being a by-law to establish a Public Notice Policy for the Town of Latchford, be read a first, second and third time and

finally passed this 14th day of July 2026.

CARRIED

10.5. By-Law 2026-029 Closed Session Policy

Resolution No.: 26/135

Moved by: Councillor Cartner

Seconded by: Councillor Newell

Be it resolved that the By-law No. 2026-029 being a by-law to establish a Closed Session Meeting Policy for the Town of Latchford, be read a first, second and third time and final passed this 14th day of July 2026.

CARRIED

11. In-Camera

11.1. Personal matters about an identifiable individual, including municipal or local board employees.

CAO/Clerk-Treasurer Performance Review

Resolution No.: 26/136

Moved by: Councillor Cole

Seconded by: Councillor Church

Be it resolved that, Council move into closed session at 7:10 p.m. pursuant to Section 239 2(b) of the Municipal Act, 2001 as amended to discuss personal matters about an identifiable individual, including municipal or local board employees.

CARRIED

11.2. Closed Session Adjournment

Resolution No.: 26/137

Moved by: Councillor Newell

Seconded by: Councillor Olson

Be it resolved that, Council adjourn Closed Session at 8:20 p.m. pursuant to Section 239 2(b) of the Municipal Act, 2001 as amended to discuss personal matters about an identifiable individual, including municipal or local board employees.

CARRIED

12. Adjournment

12.1. By-Law 2026-030 Confirming By-Law

Resolution No.: 26/138

Moved by: Councillor Cole

Seconded by: Councillor Church

Be it resolved that the By-law No. 2026-030 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 July 14th, 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.: 26/139

Moved by: Councillor Newell

Seconded by: Councillor Olson

Be it resolved that the Council of the Town of Latchford hereby adjourns its meeting at

8:22 p.m. and to meet again at the Regular Meeting of Council scheduled for August 18th, 2026.

CARRIED

Sharon Gadoury-East, Mayor

Malorie Robinson, Clerk

CONSOLIDATED FINANCIAL REPORT

**THE CORPORATION OF THE
TOWN OF LATCHFORD**

DISTRICT OF TIMISKAMING

YEAR ENDED DECEMBER 31, 2025

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THE CORPORATION OF THE TOWN OF LATCHFORD

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MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

The accompanying financial statements of The Corporation of the Town of Latchford are the responsibility of the Corporation of the Town of Latchford's management and have been prepared in compliance with legislation, and in accordance with generally accepted accounting principles for local governments established by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. A summary of the significant accounting policies are described in Note 1 to the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The Corporation of the Town of Latchford's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the financial statements. These systems are monitored and evaluated by Management.

Council meets with Management and the external auditors to review the financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the financial statements.

The financial statements have been audited by Kemp Elliott & Blair LLP, independent external auditors appointed by the Corporation of the Town of Latchford. The accompanying Independent Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the Corporation of the Town of Latchford's financial statements.

Clerk-treasurer

INDEPENDENT AUDITORS' REPORT

To the Members of Council, Inhabitants and Ratepayers
of the Corporation of the Corporation of the Town of Latchford:

Opinion

We have audited the consolidated financial statements of the Corporation of the Town of Latchford, which comprise the consolidated statement of financial position as at December 31, 2025, and the consolidated statements of operations, change in net debt and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the Corporation of the Town of Latchford as at December 31, 2025, and the results of its operations, change in net debt and cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the Corporation of the Town of Latchford in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Corporation of the Town of Latchford's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Corporation of the Town of Latchford or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Corporation of the Town of Latchford's financial reporting process.

Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Corporation of the Town of Latchford's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Corporation of the Town of Latchford's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Corporation of the Town of Latchford to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Kemp Elliott & Blair LLP

Licensed Public Accountants
New Liskeard, Ontario
June , 2025

Chartered Professional Accountants

THE CORPORATION OF THE TOWN OF LATCHFORD

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2025

FINANCIAL ASSETS

	2025	2024
Cash	\$ 1,154,768	\$ 1,185,185
Taxes receivable	110,573	118,205
Accounts receivable	22,999	70,744
Inventories held for resale	45,234	45,234
	<u>1,333,574</u>	<u>1,419,368</u>

LIABILITIES

Accounts payable and accrued liabilities	223,589	99,868
Deferred revenue - other - note 7	60,389	305,929
Deferred revenue - obligatory reserve fund - note 8	68,030	66,810
Asset retirement obligations - note 9	656,555	638,672
Municipal debt - note 10	611,082	368,158
	<u>1,619,645</u>	<u>1,479,437</u>

NET ASSETS (DEBT)

	<u>(286,071)</u>	<u>(60,069)</u>
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NON-FINANCIAL ASSETS

Tangible capital assets - note 16	4,135,765	3,860,824
Inventories of supplies	11,123	11,123
Prepaid expenses	124,586	23,447
	<u>4,271,474</u>	<u>3,895,394</u>

ACCUMULATED SURPLUS - note 12

	<u>\$ 3,985,403</u>	<u>\$ 3,835,325</u>
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Contingent liabilities and commitments - note 11

Contractual obligations and commitments – note 13

The accompanying notes form an integral part of these consolidated financial statements

On behalf of Council:

Mayor

Clerk-Treasurer

THE CORPORATION OF THE TOWN OF LATCHFORD

CONSOLIDATED STATEMENT OF OPERATIONS

FOR THE YEAR ENDED DECEMBER 31, 2025

	2025 Budget (note 14)	2025 Actual	2024 Actual
REVENUES			
Operating revenues			
Municipal taxation	\$ 982,192	\$ 997,959	\$ 979,856
Water and sewer user charges	290,472	286,790	272,699
User charges	82,193	93,464	141,557
Provincial grants	206,000	194,908	190,095
Federal grants	1,970	1,970	9,276
Revenue from other municipalities	30,285	25,739	14,800
Investment Income	-	(926)	-
Penalties and interest on taxes	17,000	15,570	16,385
Provincial Offences Act revenues	1,500	-	1,271
Other	33,640	46,120	37,469
	1,645,252	1,661,594	1,663,408
Capital revenues			
Provincial grants	100,000	376,259	105,677
Federal grants	23,253	23,619	-
	123,253	399,878	105,677
Total revenues	1,768,505	2,061,472	1,769,085
EXPENDITURES			
General government	534,377	555,428	483,047
Protection to persons and property	163,197	140,656	145,863
Transportation services	368,327	342,978	362,275
Environmental services	651,880	613,608	607,015
Health services	93,946	99,840	112,965
Social and family services	66,222	60,407	53,009
Recreation and cultural services	91,079	92,292	81,183
Planning and development	13,610	6,185	5,636
Total expenditures	1,982,638	1,911,394	1,850,993
ANNUAL SURPLUS	(214,133)	150,078	(81,908)
ACCUMULATED SURPLUS, BEGINNING OF YEAR	3,835,325	3,835,325	3,917,233
ACCUMULATED SURPLUS, END OF YEAR - note 12	\$ 3,621,192	\$ 3,985,403	\$ 3,835,325

The accompanying notes form an integral part of these consolidated financial statements

THE CORPORATION OF THE TOWN OF LATCHFORD

CONSOLIDATED STATEMENT OF CHANGES IN NET DEBT

FOR THE YEAR ENDED DECEMBER 31, 2025

	2025 Budget (note 14)	2025 Actual	2024 Actual
ANNUAL SURPLUS (DEFICIT)	\$ (214,133)	\$ 150,078	\$ (81,908)
Acquisition of tangible capital assets	(8,250)	(581,290)	(105,677)
Amortization of tangible capital assets	306,349	306,349	276,740
Consumption of inventories of supplies	-	-	(3,665)
Change in prepaid expense	-	(101,139)	113,685
Decrease in net debt	83,966	(226,002)	199,175
Net debt, beginning of year	(60,069)	(60,069)	(259,244)
NET DEBT, END OF YEAR	\$ 23,897	\$ (286,071)	\$ (60,069)

The accompanying notes form an integral part of these consolidated financial statements

THE CORPORATION OF THE TOWN OF LATCHFORD

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED DECEMBER 31, 2025

	2025	2024
OPERATIONS		
Annual surplus (deficit)	\$ 150,078	\$ (81,908)
Charges not affecting cash -		
Amortization of tangible capital assets	306,349	276,740
Accretion of asset retirement obligations	17,883	17,396
	<u>474,310</u>	<u>212,228</u>
Net change in non-cash working capital items -		
Taxes receivable	7,632	(10,505)
Accounts receivable	47,745	275,554
Inventories of supplies	-	(3,665)
Prepaid expenses	(101,139)	113,686
Accounts payable and accrued liabilities	123,721	(34,899)
Deferred revenue - other	(245,540)	32,038
Deferred revenue - obligatory reserve fund	1,220	19,182
	<u>(166,361)</u>	<u>391,391</u>
Cash provided by operations activities	<u>307,949</u>	<u>603,619</u>
CAPITAL TRANSACTIONS		
Acquisition of tangible capital assets	(581,290)	(105,677)
Proceeds from sale of tangible capital assets	-	-
Cash used for capital activities	<u>(581,290)</u>	<u>(105,677)</u>
FINANCING TRANSACTIONS		
New debt issued	294,363	-
Debt principal repayments	(51,439)	(68,139)
Cash used for financing activities	<u>242,924</u>	<u>(68,139)</u>
INCREASE (DECREASE) IN CASH	<u>(30,417)</u>	<u>429,803</u>
Cash, beginning of year	<u>1,185,185</u>	<u>755,382</u>
CASH, END OF YEAR	<u>\$ 1,154,768</u>	<u>\$ 1,185,185</u>
REPRESENTED BY		
Cash	<u>\$ 1,154,768</u>	<u>\$ 1,185,185</u>

The accompanying notes form an integral part of these consolidated financial statements

THE CORPORATION OF THE TOWN OF LATCHFORD

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2025

The Corporation of the Town of Latchford is a town in the Province of Ontario, Canada. It conducts its operations guided by the provisions of provincial statutes such as the Municipal Act 2001, Provincial Offences Act and other related legislation.

1. Accounting Policies

The consolidated financial statements of the Town are the representation of management and council prepared in accordance with Canadian generally accepted accounting principles for local governments as recommended by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada as prescribed for Ontario municipalities by the Ministry of Municipal Affairs and Housing.

(a) (i) Basis of Consolidation

The consolidated financial statements reflect financial assets, liabilities, operating revenues and expenditures, reserves and changes in investment in tangible capital assets of the Town and include the activities of all committees of Council and corporations fully owned and controlled by the Town which are:

All interfund assets and liabilities and sources of financing and expenditures have been eliminated.

(ii) Non-Consolidated

The following local boards, joint local boards, municipal enterprises and utilities are not consolidated:

Timiskaming Health Unit

District of Timiskaming Social Services Administration Board

Although these are joint local boards they run autonomously to provide those services mandated by the Province. The Town has no control over these programs or their financing. These joint local boards are not proportionately consolidated. The yearly requisitions of these boards are expensed by the Township in its statements (note 4).

Temiskaming Municipal Services Association

The Temiskaming Municipal Services Association provides the services of a Chief Building Officer to 21 Municipalities. The operations of this organization are not proportionately consolidated into these statements because the Town does not have control. Building Permit revenues are transferred to this organization.

(iii) Accounting for School Board Transactions

The taxation, other revenues, expenditures, assets and liabilities with respect to the operations of the school boards are not reflected in these financial statements.

(b) (i) Revenue recognition

Government transfers (provincial and federal grants)

Government transfers are transfers from senior levels of government that are not the result of an exchange transaction and are not expected to be repaid in the future. Government transfers without eligibility criteria or stipulations are recognized as revenue when the transfer is authorized. A transfer with eligibility criteria is recognized as revenue when the transfer is authorized and all eligibility criteria have been met. A transfer with or without eligibility criteria but with stipulation is recognized as revenue in the period the transfer is authorized and all eligibility criteria have been met, except where and to the extent that the transfer gives rise to an obligation that meets the definition of a liability. Government transfers that meet the definition of a liability are recognized as revenue as the liability is extinguished.

THE CORPORATION OF THE TOWN OF LATCHFORD

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2025

1. Accounting Policies - Continued

(b) (i) Revenue recognition

Taxation and related revenues

Property tax billings are prepared by the Town based on assessment rolls issued by the Municipal Property Assessment Corporation ("MPAC") with the authority established under the Municipal Act, 2001, the Assessment Act, the Education Act, and other legislation. Tax rates are established annually by Council, incorporating amounts to be raised for local services and amounts the Town is required to collect on behalf of the Province of Ontario in respect of education taxes. A normal part of the assessment process is the issue of supplementary assessment rolls, which provide updated information with respect to changes in property assessment. Once a supplementary assessment roll is received, the Town determines the taxes applicable and renders supplementary tax billings. Taxation revenues are recorded when they meet the definition of an asset, the tax is authorized and the taxable event has occurred. Assessments and the related property taxes are subject to appeal. Tax adjustments as a result of appeals are recorded when the results of the appeal process are known.

The Township is entitled to collect interest and penalties on overdue taxes. These revenues are recorded in the period the interest and penalties are levied.

Fees, service charges and other revenue

Fees, service charges and other revenue are recognized when earned.

(iii) Inventories

Inventories held for resale are recorded at the lower of cost or replacement cost and consists of land for sale. Inventories of supplies held for consumption are recorded at lower of cost or replacement cost.

(iv) Tangible capital assets

Tangible capital assets are recorded at cost, which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets are amortized on a straight line basis over their estimated useful lives as follows:

Land improvements	15 to 30 years
Buildings	50 years
Vehicles	10 to 25 years
Machinery and equipment	5 to 30 years
Roads and bridges	7 to 75 years
Water and sewer mains	50 years

A full year of amortization is charged in the year of acquisition and no amortization is charged in the year of disposal. Assets under construction are not amortized until the asset is in productive use.

The Town has no capitalization threshold for land and buildings, a capitalization threshold of \$10,000 for infrastructure systems and \$2,500 for all other assets.

(v) Deferred revenue - other

The Town receives certain amounts pursuant to funding agreements that may only be used in the conduct of certain programs or in the delivery of specific services and transactions. These amounts are recorded as deferred revenue and are recognized as revenue in the fiscal year the eligibility criteria has been met except when stipulations are present and to the extent that the transfer gives rise to an obligation that meets the definition of a liability.

THE CORPORATION OF THE TOWN OF LATCHFORD

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2025

1. Accounting Policies - Continued

(b) (vi) **Deferred revenue - obligatory reserve funds**

The Town receives Canada Community-Building Fund funding under the authority of Federal legislation. These funds, by their nature, are restricted in their use and until applied to specific expenses, are recorded as deferred revenue. Amounts applied to qualifying expenses are recorded as revenue in the fiscal period they are expended.

(vii) **Asset retirement obligations**

Asset retirement obligations represent the legal obligation associated with the retirement of a tangible capital asset that result from its acquisition, construction, development, or normal use.

The liability associated with an asset retirement obligation is measured with reference to the best estimate of the amount required to ultimately remediate the liability at the consolidated financial statement date to the extent that all recognition criteria are met. Asset retirement obligations are only recognized when there is a legal obligation for the Town to incur costs in relation to a specific tangible capital asset, when the past transaction or event causing the liability has already occurred, when economic benefits will need to be given up in order to remediate the liability and when a reasonable estimate of such amount can be made. The best estimate of the liability includes all costs directly attributable to the remediation of the asset retirement obligation, based on the most reliable information that is available as at the applicable reporting date. Where cash flows are expected over future periods, the liability is recognized using a present value technique.

When a liability for an asset retirement obligation is initially recognized, a corresponding adjustment to the related tangible capital asset is also recognized. Through the passage of time in subsequent reporting periods, the carrying value of the liability is adjusted to reflect accretion expenses incurred in the current period. This expense ensures that the time value of money is considered when recognizing outstanding liabilities at each reporting date. The capitalized asset retirement cost within tangible capital assets is also simultaneously depreciated on the same basis as the underlying asset to which it relates.

At remediation, the Town derecognizes the liability that was established. In some circumstances, gains or losses may be incurred upon settlement related to the ongoing measurement of the liability and corresponding estimates that were made and are recognized in the consolidated statement of operations and accumulated surplus.

(viii) **Use of estimates**

Management has made estimates and assumptions that affect the amounts reported in preparing these consolidated financial statements. Significant areas requiring the use of management estimates relate to the determination of allowance for uncollectable taxes, tangible capital assets historical cost, estimated useful life and related amortization and usage, remaining life, inflation rates and discount rates related to asset retirement obligations.

(ix) **Financial instruments**

The Town recognizes its financial instruments when the municipality becomes party to the contractual provisions of the financial instrument. All financial instruments are initially recorded at their fair value, including financial assets and liabilities originated and issued in a related party transaction with management. Financial assets and liabilities originated and issued in all other related party transactions are initially measured at their carrying or exchange amount in accordance with Section PS 3420 Inter-entity Transactions.

At initial recognition, the municipality may irrevocably elect to subsequently measure any financial instrument at fair value. The Town has not made such an election during the year.

THE CORPORATION OF THE TOWN OF LATCHFORD

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2025

1. Accounting Policies - Continued

(b) (ix) Financial instruments

Transaction costs and financing fees directly attributable to the origination, acquisition, issuance or assumption of financial instruments subsequently measured at fair value are immediately recognized in the excess of revenues over expenses for the current period. Conversely, transaction costs and financing fees are added to the carrying amount for those financial instruments subsequently measured at cost or amortized cost.

2. Financial instruments

The Town, as part of its operations, carries a number of financial instruments. It is management's opinion that the Town is not exposed to significant interest, currency, liquidity, market, price or credit risks arising from these financial instruments except as otherwise disclosed.

Credit risk

Credit risk is the risk of financial loss because of a counter party to a financial instrument fails to discharge its contractual obligations. The Town manages its credit risk by establishing an allowance for doubtful accounts based on factors surrounding the credit risk of specific accounts, historical trends and other information. The Town has a significant number of customers and ratepayers which minimizes concentration of credit risk. Further, the Town has available to it a tax registration process to recover unpaid municipal taxes by way of forced transfer of properties with multi-year arrears.

Interest rate risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. In seeking to minimize the risks from interest rate fluctuations, the Town manages exposure through its normal operating and financing activities. The Town is exposed to interest rate risk primarily through its floating interest rate demand loan and fixed rate credit facilities.

Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivery of cash or another financial asset. The Town is exposed to this risk mainly in respect of its receipt of funds from its customers and ratepayers, and other related sources, and accounts payable. The Town manages the liquidity risk resulting from its accounts payable by maintaining cash and investing in other liquid assets.

3. Operations of School Boards

Further to note 1, the taxation levied on behalf of and due to the school boards was:

	2025	2024
	\$ 435,646	\$ 435,669

4. Contributions to Unconsolidated Joint Boards

Further to note 1, the following contributions were made by the Town to these boards:

	2025	2024
Timiskaming Health Unit	\$ 20,980	\$ 19,212
District of Timiskaming Social Services Administration Board	\$ 137,972	\$ 130,038

5. Short-term investments

The short-term investments of \$ nil (2024 \$ nil) are classified as held for trading due to their short-term nature and are recorded at market value.

THE CORPORATION OF THE TOWN OF LATCHFORD

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2025

6. Revolving line of credit

The Town has a \$250,000 business operating line negotiated with the Bank of Nova Scotia with a balance outstanding of \$nil (2023 \$nil). Interest is at bank prime plus 0.50% (currently 5.45%).

7. Deferred revenue - other

Deferred revenue, set aside for specific purposes by legislation, regulation or agreement as at December 31st is comprised of:

	December 31 2024	Funds Received	Revenue Earned	December 31 2025
Provincial government - OCIF	\$ 118,505	\$ 100,498	\$ 173,614	\$ 45,389
Provincial government - NORDS	162,424	58,800	221,224	-
Provincial government - MTO	5,000		5,000	-
Provincial government - MNR Park	20,000		5,000	15,000
	<u>\$ 305,929</u>	<u>\$ 159,298</u>	<u>\$ 404,838</u>	<u>\$ 60,389</u>

Ontario Community Infrastructure Funds – Formula-based Component includes \$100,000 of funding plus \$498 interest.

Northern Ontario Resource Development Support - Project based for road work includes \$57,622 of funding plus \$1,178 interest.

8. Deferred revenue - obligatory reserve funds

Deferred revenue – obligatory reserve funds consist of the following:

	December 31 2024	Funds Received	Revenue Earned	December 31 2025
Canada Community-Building Fund	\$ 66,810	\$ 24,839	\$ 23,619	\$ 68,030

Canada Community-Building Fund funding received includes \$23,252 received from AMO plus \$1,587 interest.

THE CORPORATION OF THE TOWN OF LATCHFORD

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2025

9. Asset retirement obligations

	2025	2024
Balance, beginning of period	\$ 638,672	\$ 621,276
Accretion expense	17,883	17,396
Balance, end of year	\$ 656,555	\$ 638,672

The asset retirement obligation at year end is as follows:

	2025	2024
Landfill	\$ 259,882	\$ 252,804
Asbestos removal	29,363	28,563
Gravel Pit	367,310	357,305
	\$ 656,555	\$ 638,672

The discount rate used to present value future cash outputs is 2.8% (2024 2.8%).

Landfill

Under environmental law, there is a requirement for closure and post-closure care of solid waste landfill sites, regardless of site use. The main components of the landfill closure plan are final capping using selected specific layers of earthen materials based on an engineered cap design and implementation of a drainage management plan. The post-closure maintenance requirements will involve cap maintenance, installation of monitoring wells, groundwater monitoring, inspections and annual reports.

The reported liability is based on estimates and assumptions with respect to events extending over the estimated remaining useful life using the best information available to management. Future events may result in significant changes to the estimated total expense, capacity used or total capacity and the estimated liability, and would be recognized prospectively, as a change in estimate, when applicable. The most recent waste capacity study for the landfill was performed in a report dated February 28, 2018.

The landfill site was established in 1972 and is owned and operated by the Town of Latchford. The total capacity of the site is 40,000 cubic meters and is estimated to reach capacity in 2025. The approximate area that has been landfilled is 40,000 cubic meters, leaving an estimated remaining capacity of 0 cubic meters. Post-closure care is estimated to be required for 5 years from the date of site closure.

Asbestos removal

The Township owns buildings which contains asbestos, and therefore, the Town is legally required to perform abatement activities upon renovation or demolition of this asset. Abatement activities include handling and disposing of the asbestos in a prescribed manner when it is disturbed. Assumptions were made regarding the remaining useful life of the building that contains materials with asbestos in order to estimate when the costs of rehabilitation would be incurred.

Gravel Pits

The Town owns a gravel pit for which the Town has a legal obligation under the Aggregate Resources Act to perform rehabilitation activities upon the gravel pit site when it is no longer in productive use. Assumptions were made regarding the remaining useful life of the gravel pits in order to estimate when the costs of rehabilitation would be incurred.

THE CORPORATION OF THE TOWN OF LATCHFORD

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2025

10. Municipal debt

The balance of the municipal debt reported on the Consolidated Statement of Financial Position is made up of the following:

	2025	2024
<u>Loans and debentures</u>		
A 30 year serial debenture with Infrastructure Ontario, payable in semi-annual blended (principal and interest) payments of \$12,138 with interest at 5.24% per annum and the debenture matures October 2038. The debt relates to improvements to the water treatment plant.	\$ 226,784	\$ 238,705
A 20 year serial debenture with Infrastructure Ontario, payable in semi-annual blended (principal and interest) payments of \$17,171 with interest at 5.03% per annum and the debenture matures October 2028. The debt relates to paving of roads and purchase of roads equipment.	94,530	123,037
In 2025, the Township entered into a contract with Miller Paving to improve the township roads. Miller Paving was to improve the roads at a total contract price of \$416,119. The Township has paid an initial amount of \$200,000 and is to pay Miller Paving a total of \$54,030 per year over 4 years starting in 2026. There is no interest on the payments. The work has been completed in full, therefore the remaining balance owing is reflected as a long-term loan.	216,119	-
Fixed rate loan with the Bank of Nova Scotia, payable in bi-weekly instalments of \$485.19 plus interest at the lending rate of 3.49% and ending in August 2032. The debt relates to the purchase of a town truck.	73,649	-
	<u>611,082</u>	<u>361,742</u>
<u>Long-term capital lease</u>		
Capital lease with John Deere Financial, payable in monthly instalments of \$1,612.08 + HST, including interest at 2.5%, final payment due April 2025. The lease relates to the purchase of a backhoe loader.	-	6,416
Total municipal debt	<u>\$ 611,082</u>	<u>\$ 368,158</u>

Principal repayments due in the next five years are as follows:

2026	\$ 106,757
2027	109,312
2028	111,993
2029	80,033
2030	27,184
Thereafter	<u>175,803</u>
	<u>\$ 611,082</u>

In 2025, interest expense of \$19,449 (2024 \$20,957) has been reflected in the Consolidated Statement of Operations.

THE CORPORATION OF THE TOWN OF LATCHFORD

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2025

11. Contingent liabilities

Non-Consolidated Entities

The Town is contingently liable for the deficits and long-term debt of the non-consolidated entities.

Ontario Municipal Employees Retirement Fund (OMERS)

All permanent, full-time employees of the Township are eligible to be members of the Ontario Municipal Employees Retirement System ("OMERS"), a multi-employer pension plan. The plan provides defined pension benefits to employees based on their length of service and rates of pay. The Township's contributions equal the employee contributions to the plan. During the year ended December 31, 2025, the Township contributed \$35,202 (2024 \$36,211). As this is a multi-employer pension plan, the contributions by the Township are recognized as an expenditure. No pension liability for this type of plan is recognized in the Township's consolidated financial statements. As of December 31, 2025, OMERS has a funding deficit of \$1.3 billion (2024 \$2.9 billion) and reported Net Assets Available for Benefits of \$145.5 billion (2024 \$138.4 billion).

Funding agreements

Under the terms of various funding agreements, the Town could have provincial and federal grants become repayable if it is determined that funding was applied towards ineligible costs or if other terms of the agreements were not met. At year end management is of the opinion that all conditions have been met and funding was applied towards eligible costs.

THE CORPORATION OF THE TOWN OF LATCHFORD

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2025

12. Accumulated surplus

The accumulated surplus is made up of the following:

	2025	2024
Reserves, surpluses and deficits		
Roads reserve	\$ 22,770	\$ 20,770
Fire equipment reserve	18,253	18,253
Fire building reserve	10,516	38,907
Fire uniform reserve	10,373	10,373
Safe restart funding reserve	-	33,570
Building reserve	42,209	-
Modernization reserve	130,669	156,012
Water Reserve	20,000	-
Fitness Centre Reserve	433	-
Museum reserve	10,535	7,005
General municipal surplus	715,808	513,439
	<u>981,566</u>	<u>798,329</u>
Amounts to be recovered		
Unfinanced asset retirement obligations	(656,555)	(621,276)
Unfinanced municipal debt	(611,082)	(436,297)
	<u>(1,267,637)</u>	<u>(1,057,573)</u>
Net debt	<u>(286,071)</u>	<u>(259,244)</u>
Non-financial assets		
Tangible capital assets	4,135,765	4,031,886
Inventories of supplies	11,123	7,458
Investment in prepaids	124,586	137,133
	<u>4,271,474</u>	<u>4,176,477</u>
Accumulated surplus	<u>\$ 3,985,403</u>	<u>\$ 3,917,233</u>

Reserves represent an appropriation of surplus for a specific purpose, determined by council, are non-statutory and subject to change by council at any time.

Non-financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations. The change in non-financial assets during the year, together with the excess of revenues over expenditures, provides the Change in Financial Assets (Net Debt) for the year.

THE CORPORATION OF THE TOWN OF LATCHFORD

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2025

13. Contractual obligations and commitments

(a) Contracts for services:

The municipality has entered into contracts with third parties to provide services to the Town. The minimum anticipated payments under these contracts are as follows:

2026	\$ 2,688
2027	\$ 2,688
2028	\$ 2,688
2029	\$ 2,688
2030	\$ 2,688
Thereafter	\$ 3,840
	<u>\$ 17,280</u>

The future value of certain long-term contracts is unknown. Annually, the Town includes estimated payments required for the upcoming year as part of its budget to ensure that sufficient funding is available for these contracts.

14. Budget

The Town budgets to determine an appropriate tax rate based on all budgeted revenues, including proceeds on long-term debt, and all expenditures, including debt principal payments and the acquisition of tangible capital assets, but does not include amortization or accretion expenses. The Town reconciles this tax levy budget to the budget in accordance with Public Sector Accounting Standards.

	2025
Actual budget surplus for the year - as below	\$ 55,362
Add: Capital expenditures	8,250
Debt principal repayments	46,487
Less: Estimated amortization	(306,349)
Estimated accretion expense	<u>(17,883)</u>
Budget deficit per statement of operations - page 5	<u>\$ (214,133)</u>

15. Segmented information

The Corporation of the Town of Latchford is a diversified municipal government institution that provides a wide range of services to its citizens, including General Government Services, Protection Services, Transportation Services, Environmental Services, Health Services, Social and Family Services, Recreational and Cultural Services and Planning and Development Services. Service areas were created for the purpose of recording specific activities to attain certain objectives in accordance with regulations, restrictions or limitations.

Municipal services are provided by departments and their activities are reported in these service areas. Departments disclosed in the segmented information, along with the services they provide, are as follows:

General Government Services

The Departments within General Government Services are responsible for adopting bylaws; adopting administrative policy; levying taxes; acquiring, disposing and managing Municipal assets; ensuring effective financial management; monitoring performance and ensuring that high quality Municipal Service standards are met.

THE CORPORATION OF THE TOWN OF LATCHFORD

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2025

15. Segmented information - continued

Protection Services

Police services, including the enforcement of laws, prevention of crime and maintenance of peace, order, and security, are provided to the Township by agreement with the Ontario Provincial Police. Fire protection services are provided by way of a volunteer Fire Department, which provides fire suppression, fire prevention and education programs to residents. The Township also enforces By-laws and offers dog control and property standards enforcement.

Transportation Services

The Public Works department is responsible for the delivery of municipal public works services related to planning, design, construction, cleaning, repair, snow removal and signage of roadway systems, as well as maintaining all Municipal vehicles and equipment.

Environmental Services

Environmental services include water and sewer services as well as garbage and recycling services. Water and Sewer services include the operation and distribution of water and networking sewer mains and storm sewers. The Garbage and Recycling services are responsible for the delivery of municipal services including garbage collection and recycling.

Health Services

The Town funds a range of public health services through the Timiskaming Health Unit and provides ambulance services through the District of Timiskaming Social Services Administration Board.

Social and Family Services

The services are provided indirectly by the Town through the District of Timiskaming Social Services Administration Board and includes general assistance, childcare and social housing services.

Recreation and Cultural Services

The Town is responsible for providing, facilitating the development of, and maintaining high quality parks, recreation programs, recreational facilities, and cultural services.

Planning and Development

The Town is responsible for preparing land use plans, by-laws and policies for sustainable development of the Town and for reviewing and approving new development.

THE CORPORATION OF THE TOWN OF LATCHFORD

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2025

14. Budgeting

	2025 Budget	2025 Actual	2024 Actual
REVENUES			
Operating revenues			
Municipal taxation	\$ 982,192	\$ 997,959	\$ 979,856
Water and sewer user charges	290,472	286,790	272,699
User charges	82,193	93,464	141,557
Provincial grants	206,000	194,908	190,095
Federal grants	1,970	1,970	9,276
Revenue from other municipalities	30,285	25,739	14,800
Penalties and interest on taxes	17,000	15,570	16,385
Provincial Offences Act revenues	1,500	-	1,271
Other	33,640	46,120	37,469
Proceeds from disposal of tangible capital assets	-	-	-
	1,645,252	1,662,520	1,663,408
Capital revenues			
Provincial grants	100,000	376,259	105,677
Federal grants	23,253	23,619	-
	123,253	399,878	105,677
Total revenues	1,768,505	2,062,398	1,769,085
EXPENDITURES			
Operating expenditures			
General government	520,106	541,157	469,151
Protection to persons and property	148,801	126,260	135,787
Transportation services	255,459	230,110	268,598
Environmental services	503,715	465,443	458,403
Health services	93,946	99,840	112,965
Social and family services	66,222	60,407	53,009
Recreation and cultural services	56,547	57,760	49,643
Planning and development	13,610	6,185	5,636
	1,658,406	1,587,162	1,553,192
Long-term debt principal repayment	46,487	51,439	68,139
Capital expenditures	8,250	581,290	105,677
Total expenditures	1,713,143	2,219,891	1,727,008
Surplus - full budget base	\$ 55,362	\$ (157,493)	\$ 42,077

THE CORPORATION OF THE TOWN OF LATCHFORD

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2025

15. Segmented information - continued

	General Government Services	Protection Services	Transportation Services	Environmental Services	Health Services	Social and Family Services	Recreation and Cultural Services	Planning and Development Services	Total 2025	Total 2024
Revenues										
Operating revenues										
Municipal taxation	\$ 997,959	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 997,959	\$ 979,856
Water and sewer user charges	-	-	-	286,790	-	-	-	-	286,790	272,699
User charges	7,160	14,843	23,866	23,093	-	-	24,502	-	93,464	141,557
Provincial grants	164,400	-	-	20,508	-	-	10,000	-	194,908	190,095
Federal grants	-	-	-	-	-	-	1,970	-	1,970	9,276
Revenue from other municipalities	-	-	3,600	391	21,748	-	-	-	25,739	14,800
Investment Income	(926)	-	-	-	-	-	-	-	(926)	-
Penalties and interest on taxes	15,570	-	-	-	-	-	-	-	15,570	16,385
Provincial Offences Act revenues	-	-	-	-	-	-	-	-	-	1,271
Other	20,613	20	630	-	-	-	24,857	-	46,120	37,469
Gain on disposal of tangible capital assets	-	-	-	-	-	-	-	-	-	-
	1,204,776	14,863	28,096	330,782	21,748	-	61,329	-	1,661,594	1,663,408
Capital revenues										
Provincial grants	-	-	376,259	-	-	-	-	-	376,259	105,677
Federal grants	-	-	23,619	-	-	-	-	-	23,619	-
Total revenues	1,204,776	14,863	427,974	330,782	21,748	-	61,329	-	2,061,472	1,769,085
Expenditures										
Wages and benefits	283,458	15,161	145,345	212,053	-	-	13,741	-	669,758	635,080
Long-term debt interest	-	-	7,095	12,354	-	-	-	-	19,449	20,957
Materials	179,129	21,713	77,670	188,290	22	-	44,019	-	510,843	510,013
Contracted services	74,607	89,386	-	52,746	1,273	-	-	6,185	224,197	252,505
Rents and financial expenses	3,963	-	10,005	7,078	-	-	800	-	21,846	20,886
External transfers	-	-	-	-	98,545	60,407	-	-	158,952	134,812
Amortization	14,271	14,396	102,863	141,087	-	-	33,732	-	306,349	276,740
Total expenditures	555,428	140,656	342,978	613,608	99,840	60,407	92,292	6,185	1,911,394	1,850,993
Annual surplus (deficit)	\$ 649,348	\$ (125,793)	\$ 84,996	\$ (282,826)	\$ (78,092)	\$ (60,407)	\$ (30,963)	\$ (6,185)	\$ 150,078	\$ (81,908)

THE CORPORATION OF THE TOWN OF LATCHFORD

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2025

16. **Schedule of tangible capital assets**

2025

	Opening Cost Dec. 31, 2024	Additions	Disposals	Ending Cost Dec. 31, 2025	Opening Accumulated Amortization Dec. 31, 2024	Accumulated Amortization Disposals	Current Amortization	Ending Accumulated Amortization Dec. 31, 2025	Net Dec. 31, 2025
General									
Land	\$ 98,009	-	-	\$ 98,009	\$ -	\$ -	\$ -	\$ -	\$ 98,009
Land improvements	495,189	-	-	495,189	239,948	-	11,224	251,172	244,017
Buildings	2,061,071	97,990	-	2,159,061	1,111,071	-	39,543	1,150,614	1,008,447
Machinery and equipment	2,768,607	55,801	-	2,824,408	1,520,372	-	122,152	1,642,524	1,181,884
Leased machinery	141,579	-	-	141,579	70,790	-	14,158	84,948	56,631
Vehicles	335,907	78,093	-	414,000	253,737	-	24,449	278,186	135,814
Construction in progress	74,036	-	74,036	-	-	-	-	-	-
Infrastructure									
Roads and bridges	1,612,915	423,442	-	2,036,357	681,369	-	63,775	745,144	1,291,213
Street lights	50,575	-	-	50,575	20,511	-	1,432	21,943	28,632
Water main	727,430	-	-	727,430	632,579	-	14,548	647,127	80,303
Sewer main	491,400	-	-	491,400	465,517	-	15,068	480,585	10,815
Total	\$ 8,856,718	\$ 655,326	\$ 74,036	\$ 9,438,008	\$ 4,995,894	\$ -	\$ 306,349	\$ 5,302,243	\$ 4,135,765

THE CORPORATION OF THE TOWN OF LATCHFORD

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2025

16. **Schedule of tangible capital assets - continued**

2024

	Opening Cost Dec. 31, 2023	Additions	Disposals	Ending Cost Dec. 31, 2024	Opening Accumulated Amortization Dec. 31, 2023	Accumulated Amortization Disposals	Current Amortization	Ending Accumulated Amortization Dec. 31, 2024	Net Dec. 31, 2024
General									
Land	\$ 98,009	\$ -	\$ -	\$ 98,009	\$ -	\$ -	\$ -	\$ -	\$ 98,009
Land improvements	495,189	-	-	495,189	228,706	-	11,242	239,948	255,241
Buildings	2,061,071	-	-	2,061,071	1,072,163	-	38,908	1,111,071	950,000
Machinery and equipment	2,436,145	332,462	-	2,768,607	1,402,902	-	117,470	1,520,372	1,248,235
Leased machinery	141,579	-	-	141,579	56,632	-	14,158	70,790	70,789
Vehicles	335,907	-	-	335,907	239,483	-	14,254	253,737	82,170
Construction in progress	406,498	-	332,462	74,036	-	-	-	-	74,036
Infrastructure									
Roads and bridges	1,507,238	105,677	-	1,612,915	631,709	-	49,660	681,369	931,546
Street lights	50,575	-	-	50,575	19,079	-	1,432	20,511	30,064
Water main	727,430	-	-	727,430	618,031	-	14,548	632,579	94,851
Sewer main	491,400	-	-	491,400	450,449	-	15,068	465,517	25,883
Total	\$ 8,751,041	\$ 438,139	\$ 332,462	\$ 8,856,718	\$ 4,719,154	\$ -	\$ 276,740	\$ 4,995,894	\$ 3,860,824

THE CORPORATION OF THE TOWN OF LATCHFORD

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2025

18. Water and Wastewater System

The Town's operations include the running of a Water and Wastewater facility for some properties in the Town. This schedule is not prepared according to PSAB accounting and is operational. It excludes amortization, includes capital revenue and expenses, and includes proceeds and repayments of long-term debt.

	2025	2024
Revenue		
Water and sewer user fees	\$ 274,790	\$ 260,699
Contract fees	12,000	12,000
Provincial grants - operating	-	-
Provincial grants - capital	-	-
Federal grants - capital	-	-
	<u>286,790</u>	<u>272,699</u>
Expenses		
Wages and benefits	203,636	196,299
Materials	188,270	137,796
Contracted services	26,097	67,531
Long-term debt - interest	12,354	12,955
- principal	11,921	11,320
Capital expenditures	-	-
	<u>442,278</u>	<u>425,901</u>
	<u>\$ (155,488)</u>	<u>\$ (153,202)</u>



Corporation of the Town of Latchford

Staff Report to the Mayor and Members of Council

Prepared By	Roger Clark, Public Works Foreman
Approved & Submitted By	Malorie Robinson, CAO/Clerk-Treasurer
Title/Subject	July 2026 / August 2026 Work Plan
Date of Report	August 8 th , 2026
Date of Meeting	August 18 th , 2026
Report No.	PW-2026-07

Recommendation:

That Council receive Staff Report No. PW-2026-07 entitled “July 2026 / August 2026 Work Plan” for information purposes.

July Public Works Update

July did not progress as originally anticipated, primarily due to the backhoe being out of service for the majority of the month. An alternate mechanic was used in an effort to reduce repair costs; however, the extended downtime significantly impacted planned road maintenance activities. As a result, the road work originally scheduled for July was not completed.

Public Works has begun cutting trees and brush that are encroaching on municipal road rights-of-way throughout Town. This work is ongoing and is expected to continue over the next several weeks.

Tree removal is also required around the Public Works shop. The loader will be required to safely pull over some of the larger trees, and this work is planned for August.

Construction of new picnic tables has been postponed until October/November. At this time, there are several higher-priority maintenance and infrastructure items requiring staff attention.

Grass cutting requirements have begun to slow. With Rico taking vacation time during July, I spent additional time assisting at the Water Treatment Plant.

Staff Training and Development

The additional time at the Water Treatment Plant has provided an opportunity to continue training Melissa in plant operations. Melissa has registered to write her Operator-in-Training (OIT) examinations in early October.

While Melissa is relatively new to both Public Works and water operations, she has demonstrated a strong work ethic, attention to detail and an interest in pursuing a career in municipal public works. I believe there is value in continuing to invest staff time in her training and development, particularly given that the Town did not receive any local applications for the Water Treatment Plant position.

Roadside Brushing

Howard completed roadside brushing and did an excellent job. Two passes were completed on Murphy Mill Road this year. This additional brushing was beneficial as Public Works was unable to clear the shoulders with the brush saw this spring.

August Public Works Work Plan

Priorities for August include:

- Continued grass cutting and general property maintenance;
- Tree and brush cutting throughout Town;

- Tree removal at the Public Works shop;
- Continued gravel hauling to cottage roads requiring additional material;
- Filling existing orders for pit run;
- Exercising and turning water distribution valves;
- Generator installation at the Municipal Office;
- Repairs to the metal roofing on the Public Works cold storage building and sand shed; and
- Maintenance improvements to the beach washrooms.

Public Works Buildings

The nails securing portions of the metal roofs on the cold storage building and sand shed are no longer adequately holding the roofing material. These will be replaced with oversized metal roofing screws before the roofing becomes damaged.

This will be a significant project and will be completed progressively while other operational priorities are addressed. Appropriate fall protection and safety procedures will be followed, with Heidi providing safety watch as required.

Municipal Office Generator

Installation of the generator at the Municipal Office has been rescheduled for August. Installation had originally been anticipated for July; however, with the backhoe unavailable, there was no safe means of lifting and positioning the generator.

Beach Washrooms

The floors and shower stalls at the beach washrooms are due to be repainted. I have identified an epoxy floor coating that may provide a more durable finish for this application. Subject to confirming the product's suitability and cost, Public Works intends to complete this work.

Museum – Logger's Camp Building

Scotty Dufraine will be assisting Public Works in August with an assessment of the Logger's Camp building at the Museum.

The roof requires repairs. The rolled roofing material installed approximately eight to ten years ago has reached the end of its useful life, and the same type of rolled shingles are no longer readily available.

Before recommending a roofing option, I would like to confirm that the underlying log structure remains sound and determine whether there are any concerns related to deterioration or dry rot.

Once the assessment has been completed, I will prepare repair options and associated information for Council's consideration before proceeding with significant work.

Water Treatment Plant

The Water Treatment Plant is scheduled to undergo its independent audit this month.

Work is also anticipated on High Lift Pump #2. Once the pump has been reassembled and installed, the plant will once again have appropriate backup pumping capacity.

Public Works will also continue supporting Water Treatment Plant operations as required.

Sewage Pumping Station – Pump #1

An issue has been identified with Pump #1 at the sewage pumping station located near the ball field. The discharge piping has deteriorated and developed a leak.

The discharge piping will need to be removed and replaced. The piping consists of sections connected by flanges and bolts. The full extent of the deterioration will not be known until the pump is removed and several sections of piping are disconnected and inspected.

The existing piping dates back to approximately 1974. Given its age, it may be appropriate to replace as much of the deteriorated piping as financially feasible while the system is dismantled, rather than completing only a localized repair.

The station is currently operating on Pump #2 and there are no immediate operational concerns. However, repairs to Pump #1 should be completed this fall to ensure that both pumps are operational before the spring runoff period.

Once the piping has been opened and the extent of deterioration can be determined, additional information regarding the required work and anticipated costs can be provided.

Attachments:

None

Title	Name	Signature	Date
Public Works Foreman	Roger Clark		August 8 th , 2026



Corporation of the Town of Latchford

Staff Report to the Mayor and Members of Council

Prepared By	Malorie Robinson, CAO/Clerk-Treasurer
Approved & Submitted By	Malorie Robinson, CAO/Clerk-Treasurer
Title/Subject	RFP 2026-03 – Consulting Services for New Official Plan and Comprehensive Zoning By-law
Date of Report	August 12 th , 2026
Date of Meeting	August 12 th , 2026
Report No.	CAO-2026-012

Recommendation:

Be it resolved that Council receive report number CAO-2026-12 titled “RFP 2026-03 – Consulting Services for New Official Plan and Comprehensive Zoning By-law”

And that, Council accepts the proposal submitted by Fotenn Planning & Design in the amount of \$55,360 plus applicable HST;

And further that the CAO/Clerk-Treasurer be authorized to finalize and execute the consulting services agreement and any other documents necessary to proceed with the project.

Background:

The Town of Latchford issued RFP 2026-03 seeking a qualified planning consultant to prepare a new Official Plan and Comprehensive Zoning By-law.

The project represents a significant modernization of the Town’s land use planning framework. The Town’s current Official Plan dates from 1981 and requires updating to reflect current provincial legislation and policy, contemporary land-use considerations, infrastructure and servicing capacity, environmental considerations, and the Town’s future growth and development objectives.

Four proposals were received, Staff have narrowed it down to two:

- Planscape Inc.
- Fotenn Planning & Design

Both proponents have more than 30 years of planning experience and demonstrated experience preparing Official Plans and Zoning By-laws for Ontario municipalities. However, there are differences in project cost, team structure, Northern Ontario experience, public engagement, technical resources and overall approach.

Proposal Comparison

Evaluation Area	Planscape Inc.	Fotenn Planning & Design
Professional Fees	67,428	54,160
Disbursements	3,100	1,200
Total Before HST	70,528	55,360
Approximate Difference	\$15,168 higher	\$15,168 lower
Firm Experience	30+ years	30+ years

Firm/Team Structure	Smaller planning-focused firm with accredited planners, planning/GIS technicians and administrative support	Approximately 75 staff across planning, urban design, landscape architecture and natural environment disciplines
Project Leadership	Debbie Vandenakker, MCIP, RPP, PMP – Project Manager/Lead; Stefan Szczerbak, MCIP, RPP – Project Director	Jaime Posen, MCIP, RPP – Planning Lead/Primary Contact; Mike Keene – Project Lead, Development & Policy, with supporting planners and Strategic Advisory Group
Northern/Small Municipality Experience	Strong and highly relevant Northeastern Ontario experience, including Larder Lake, Coleman, Temiskaming Shores, James Township, Powassan and West Nipissing	Extensive small/rural/Northern Ontario experience including Emo, Dubreuilville, St. Joseph Island, Gillies, Conmee, O'Connor, Kenora and others
Local/Regional Familiarity	Strong advantage. Has completed or is undertaking work in several municipalities in the immediate Temiskaming area and has previously toured Latchford while working in Coleman	Strong Northern Ontario experience, although less concentrated specifically within the immediate Temiskaming area
Official Plan/ZBL Experience	Extensive direct experience, including several current OP/ZBL projects under the PPS 2024	Extensive direct experience with OP and comprehensive ZBL projects, including small and rural municipalities
Public Engagement	Hybrid approach with early engagement, project webpage, stakeholder database, in-person engagement event/open house and statutory meeting	Engagement strategy, stakeholder outreach, Council involvement, public open house and statutory meetings; emphasizes engagement beyond statutory requirements
Mapping/GIS	Dedicated GIS technician; specific experience working with CGIS and proposes georeferenced/digitized schedules compatible with the Town's system	Dedicated mapping support and strong in-house graphic/design capability
Environmental Expertise	Environmental considerations addressed through planning work; additional technical studies can be identified as required	Strong advantage. In-house Natural Environment team and ecology expertise available through Strategic Advisory Group
Other In-House Expertise	Primarily planning/GIS-focused team	Strong multidisciplinary advantage: planning, urban design, landscape architecture,

		affordable housing, parks/open space and ecology
Staff Workload Approach	Specifically indicates Town staff will provide oversight rather than be responsible for the detailed work plan	Structured project management and regular communication with Town staff
Post-Approval Support	Consolidated OP following Minister modifications and ZBL amendment guidance included	Support finalizing materials following Ministry approval included
Additional Studies	Additional studies would be identified and require Town approval; costs outside base project	Additional studies identified during Phase 2A and undertaken only with Town approval; scope, schedule and budget established before proceeding
Value Added	Offers optional Zoning By-law Guide and Zoning By-law 101 Workshop	Access to multidisciplinary Strategic Advisory Group; as-needed planning advice; bilingual capability; strong visual/graphic design resources

Planscape Inc.

Planscape's proposal demonstrates a particularly strong understanding of the Town's local and regional context. The firm has undertaken planning work throughout the Temiskaming area, including Larder Lake, Coleman, Temiskaming Shores, James Township, Englehart, Armstrong and other Northern Ontario municipalities.

Planscape specifically notes its familiarity with Latchford and indicates that its team previously toured the community while completing work for the Township of Coleman. The firm is located within approximately three hours of Latchford and proposes a hybrid delivery model combining virtual meetings with several in-person visits.

Planscape also demonstrates direct familiarity with CGIS and proposes to provide digitized Official Plan and Zoning By-law schedules that can be incorporated into the Town's existing GIS platform. The proposal emphasizes creating planning documents that are clear, concise, enforceable and easily administered by municipal staff.

Planscape's project team is comparatively small but specialized. The project would be led by Debbie Vandenakker, MCIP, RPP, PMP, with senior oversight from Stefan Szczerbak, MCIP, RPP. The firm has recent and ongoing Official Plan and Zoning By-law experience in municipalities that share characteristics with Latchford, including Larder Lake and Ryerson.

Planscape also proposes a comprehensive engagement process, including early community involvement, stakeholder tracking, a project webpage, an in-person engagement event/open house, statutory consultation and consultation records documenting comments received and how they were addressed.

The principal disadvantage of the Planscape submission is cost and length of the project. Professional services are approximately \$67,428 with an additional \$3,100 in anticipated disbursements, resulting in an estimated project cost of approximately \$70,528 before HST and project end date in April 2028.

Fotenn Planning & Design

Fotenn also demonstrates significant experience with Official Plans, Comprehensive Zoning By-laws and planning services for small, rural and Northern Ontario municipalities.

Fotenn is a considerably larger multidisciplinary firm, with approximately 75 staff across its offices. In addition to planning and policy expertise, the firm has in-house resources in urban design, landscape architecture and natural environment disciplines.

One of the notable strengths of the Fotenn proposal is its Strategic Advisory Group. In addition to the core project team, specialists in urban design, affordable housing, parks and open space and ecology have been allocated hours within the project budget. This provides the Town with access to expertise beyond traditional land-use planning without requiring separate subconsultants for preliminary advice.

This may be particularly valuable given the scope of Latchford's project, which requires consideration of waterfront development, environmental constraints, municipally owned lands, servicing and infrastructure capacity, housing, rural development and future growth.

Fotenn also proposes a structured engagement process and specifically acknowledges that replacing a planning framework that has been in place since 1981 will require clear communication with residents. The firm emphasizes plain-language communication, visual presentation and engagement beyond the minimum statutory requirements.

Fotenn's proposed contract price is \$55,360 plus HST, consisting of \$54,160 in consulting fees and \$1,200 in anticipated travel/accommodation disbursements. This is approximately \$15,168 less than the Planscape proposal before HST. The estimated completion date of the project is July/August 2027.

Key Considerations

Both proposals are capable of satisfying the requirements of RFP 2026-03.

Planscape's strongest advantages are:

- Familiarity with Northeastern Ontario and the immediate Temiskaming area;
- Direct experience with municipalities similar in size and circumstances to Latchford;
- Familiarity with Latchford itself;
- Existing experience with CGIS;
- A detailed and locally focused engagement program;
- A smaller project team that may provide a more direct and personalized working relationship; and
- Strong current experience implementing the Provincial Planning Statement (PPS), 2024 through Official Plan and Zoning By-law projects.

Fotenn's strongest advantages are:

- A project cost of approximately \$15,168 lower before HST;
- A significant larger multidisciplinary team;
- In-house environmental/ecological expertise;
- Access to specialists in affordable housing, urban design, parks and open space;
- Extensive experience with small, rural and Northern municipalities;
- Strong graphic, mapping and visual communication resources;
- A comprehensive engagement approach; and
- A base proposal that appears to provide a strong breadth of professional resources relative to the proposed cost.

Financial Comparison

The financial difference between the proposals is significant.

- Planscape Inc.: approximately \$70,528 + HST
- Fotenn Planning + Design: \$55,360 + HST
- Difference: approximately \$15,168 + HST

Fotenn's proposal is therefore approximately 21.5% lower than Planscape's proposal.

It is important to note that both proponents identify the possibility that additional technical studies may be required following the background review. The costs of those studies are not included in the respective base proposal prices and would require further Town authorization.

Administrative Assessment

Both firms have demonstrated the professional qualifications and experience necessary to undertake the assignment.

Planscape presents a particularly strong proposal from the perspective of regional familiarity, small-municipality experience and knowledge of the local planning environment. Their ongoing work in nearby communities provides a clear understanding of many of the planning and development pressures facing municipalities in the Temiskaming area.

Fotenn presents a particularly strong proposal from the perspective of overall value, multidisciplinary capacity and access to specialized expertise. The proposal provides a broad range of planning and technical resources while being approximately \$15,000 less than the competing submission.

Given that the purpose of the project is not simply to update an existing document but to establish a new planning framework that will guide the Town for approximately 25 years, access to expertise in environmental planning, housing, urban design, waterfront/open-space planning and community engagement provides additional value.

Recommendation

Based on the review of the two submissions, it is recommended that Council select Fotenn Planning and Design for RFP 2026-03 – Consulting Services for a New Official Plan and Comprehensive Zoning By-law at a proposed contract value of \$55,360 plus HST, subject to finalization of the consulting agreement.

While Planscape submitted a strong proposal and demonstrated excellent regional knowledge and directly relevant Northeastern Ontario experience, Fotenn's proposal provides the Town with a broader multidisciplinary team and substantial Northern and rural municipal planning experience at a cost approximately \$16,168 lower before HST.

Administration considers Fotenn's combination of professional experience, project methodology, in-house technical expertise, community engagement capacity and proposed price to represent the best overall value to the Town.

Attachments:

Fontenn Proposal

Planscape Proposal

Title	Name	Signature	Date
CAO/Clerk-Treasurer	Malorie Robinson	<i>MRobinson</i>	August 12 th , 2026



Town of Latchford

Proposal for Consulting Services for New Official Plan and Zoning By-law

Response to RFP 2026-03

July 27, 2026

Prepared by Fotenn Planning + Design (Ottawa & Toronto Offices)

Fotenn has provided planning services to communities across Canada for over 30 years, with extensive experience in small, rural and northern Ontario municipalities.

We see Latchford's new Official Plan and Zoning By-law as a generational opportunity to guide growth while protecting the Town's rural character, waterfront and environmental assets.

Proposal for Consulting Services for New Official Plan and Zoning By-law Town of Latchford

July 27, 2026

The Corporation of the Town of Latchford

Malorie Robinson
CAO/Clerk-Treasurer
10 Main Street, Highway 11
Latchford, Ontario, P0J 1N0
Phone: (705) 676-2416
Email: mrobinson@latchford.ca

RE: RFP 2026-03 - Consulting Services for New Official Plan and Zoning By-law

Dear Ms. Robinson,

Thank you for the opportunity to submit a proposal to the Town of Latchford in response to the above-noted RFP. Fotenn is excited about the opportunity to support the Town in preparing a new, forward-looking Official Plan and Comprehensive Zoning By-law that will guide growth and development over the next 25 years.

Building on our roots in Eastern Ontario, Fotenn has developed a strong reputation in community planning across Canada during our nearly 30 years of professional practice. Through numerous assignments, we have developed expertise in planning for small, rural, waterfront and northern communities in Ontario, New Brunswick, Québec, Nova Scotia, Prince Edward Island, Newfoundland and Labrador, Nunavut, and the Northwest Territories.

If selected, our Team will bring to this contract:

- / Experience preparing Official Plans and Comprehensive Zoning By-laws for small and rural municipalities;
- / Expertise in responding to provincial policy changes while reflecting local priorities and conditions;
- / An experienced team of planning and design professionals with the capacity to efficiently manage the project;
- / A full-service graphics team specializing in clear, accessible and user-friendly maps and documents; and
- / Creative, inclusive and effective community engagement approaches.

Given that Latchford's current Official Plan was adopted in 1981, we recognize the importance of clearly communicating how Ontario's planning framework has evolved. We will work closely with Council, staff and the community to prepare practical, accessible and locally appropriate planning documents.

We appreciate your time and consideration and look forward to the opportunity to work with the Town of Latchford on this important initiative. Please feel free to contact me at posen@fotenn.com or at 613.730.5709 ext. 236 for additional information or questions.

Sincerely,



Jaime Posen, MCIP RPP
Principal, Planning + Development

FOTENN

General Inquiry
613.730.5709
info@fotenn.com



Prepared for the Town of Latchford
Prepared by Fotenn Planning + Design
174 Spadina Ave. Suite 304,
Toronto, ON M5V 2A6

July, 2026

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Fotenn is pleased to submit the following proposal to provide the Town of Latchford with consulting services for the preparation of a new Official Plan and Comprehensive Zoning By-law.

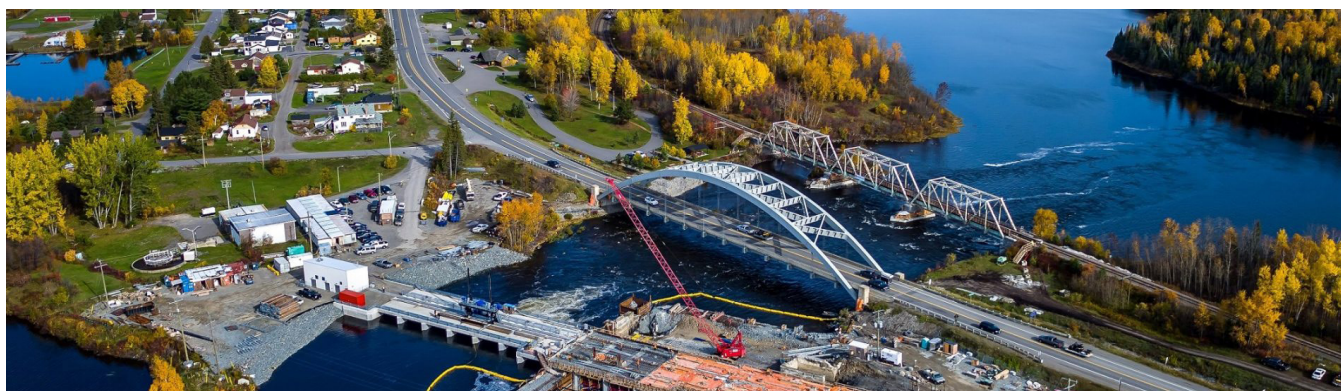
Our submission has been prepared in accordance with the requirements of RFP 2026-03 and organized to support a clear and efficient evaluation:

- / Our proposal responds to the scope, deliverables and submission requirements outlined in the RFP;
- / Section A presents Fotenn's company background, value-added strengths and relevant experience;
- / Section B identifies the proposed project team, roles and qualifications;
- / Section C outlines our understanding of the assignment, proposed work plan, schedule and community engagement approach;
- / Section D provides the proposed fees, hourly rates and project assumptions; and
- / Appendices includes the required forms, references and CVs.

The proposal structure reflects the Town's evaluation criteria and is intended to provide a clear, complete and easy-to-review submission.

Section A

Company Background + Relevant Experience



Company Background and Value-Added Strengths

Fotenn is pleased to submit this proposal in response to the RFP issued by the Town of Latchford. Our proposed Consulting Team has extensive experience with land use policy formulation, Official Plans, Comprehensive Zoning By-laws and public engagement in communities across Canada, and provides our clients with unparalleled professional expertise.

Fotenn is an award-winning planning, urban design, and landscape architecture firm with offices in Ottawa, Kingston, and Toronto. Established in 1992, the firm has delivered over 30 successful years founded on a commitment to a responsive and personal approach and to the honest and fair treatment of our clients and the communities in which we work.

Fotenn has a 75-person team of integrated Planners, Urban Designers, Landscape Architects, and Ecologists across our three offices. Our team includes professionals with a range of technical knowledge and expertise in planning, policy development, housing, urban design, architecture, environmental planning, and community-building and revitalization initiatives throughout Ontario. We assemble project teams that combine technical excellence with context sensitivity to ensure that complex municipal planning projects including comprehensive Official Plan Reviews are delivered effectively, efficiently, and on schedule.

Fotenn maintains a balance of public and private work ranging from individuals and large private-sector firms to all levels of government. While our projects are diverse in nature, they have one element in common: the need for practical, high-quality and attractive results. With our wealth of experience in the field, knowledge of current trends and innovative vision, we have added and continue to add immense value to the communities and places in which we work.

As professional planners, we are bound by the Canadian Institute of Planners Professional Code of Conduct to fulfill fundamental responsibilities to:

The Public Interest - Planners practice in a manner that respects the diversity, needs, values, and aspirations of the public, as well as acknowledge the interrelated nature of planning decisions and the consequences for natural and human environments.

Clients and Employers - Planners provide independent professional opinion to clients, employers, the public, and tribunals, as well as undertake planning services with diligence and render services with appropriate preparation.

The Profession and other Planners - Planners maintain an appropriate awareness of planning theory and practice by obtaining professional education throughout their planning career and act toward other Members and colleagues in a spirit of fairness and consideration.

Fotenn's core business activities are delivered through four departments: Planning and Policy, Urban Design, Landscape Architecture, and as of 2026, Natural Environment.

Planning and Policy

From large-scale master plans to individual homeowners, we offer comprehensive services in planning, policy formation, and development approvals to a range of public and private sector clients. Our planners collaborate with our clients to understand their specific needs, assets and constraints in order to provide tailor-made, innovative solutions geared toward successful implementation. Specific services include:

- / Official Plan Reviews
- / Secondary Plans
- / Municipal Planning Services
- / Downtown Master Planning
- / Community Improvement Plans
- / Campus Planning (Universities, Colleges, Hospitals)
- / Development Approvals
- / Development Options Analysis
- / Expert Planning Witness (OLT)
- / Environmental Assessments
- / Public Consultation
- / Indigenous Peoples Engagement

Urban Design

Our urban design studio creates engaging design solutions that are underpinned by our renowned expertise in land use planning. Ranging from large, transit-oriented developments, to development options analyses for individual sites, our urban design projects push the boundaries of creativity while reflecting our comprehensive experience, knowledge of current trends, and innovative vision, to keep us at the forefront of the Canadian urban design scene. Specific services include:

- / Master Planning
- / Development Concept Plans
- / 3D Rendering and Animation
- / Plans of Subdivision
- / Shadow Studies
- / Design Guidelines
- / Design Charrettes + Workshops
- / Urban Context Studies
- / Transit Oriented Development Design
- / Streetscape Design

Landscape Architecture

Whether it be parks, plazas or streetscapes, our Landscape Architecture team works collaboratively to identify and understand the perspectives of various stakeholders. This allows us to present design solutions that appropriately address functional and aesthetic concerns. Specific services include:

- / Public Realm + Design
- / Waterfront Development
- / Open Space Design
- / Parks, Playgrounds + Sports Fields
- / Concept Design
- / Schematic Design
- / Detailed Design + Construction Administration
- / Tree Inventories + Conservation Reports
- / Environmental Assessments
- / Landscape + Visual Impact Assessment

Natural Environment

Our Natural Environment team provides integrated, solutions-focused support that helps clients navigate natural heritage policy, legislation, and approvals, balancing the need for healthy ecosystems with the goals of livable communities and responsible infrastructure. Through close collaboration with planners, designers, and engineers, we develop practical context-sensitive approaches to manage natural heritage constraints and enhance ecological function. Specific services include:

- / Due Diligence Risk Assessments
- / Environmental Impact Assessments
- / Species at Risk Permits + Approvals
- / Fisheries Act Reviews + Authorizations
- / Environmental Assessments
- / Vegetation Community Classification
- / Wildlife Habitat Assessments
- / Natural Heritage System Planning + Mapping
- / Ecological Restoration Design + Implementation
- / Species at Risk Habitat Monitoring
- / Natural Heritage Offsetting Strategies
- / Policy Interpretation + Compliance Support

Public Engagement Experience

As the vast majority of Fotenn's projects involve some form of public engagement, the proposed project team brings extensive experience consulting on planning projects in numerous communities across Canada. We have led engagement events in a variety of contexts, including urban, rural, and Indigenous communities, using proven strategies and approaches.

We believe in the importance of using plain language for all audiences and partners, recognizing that technical jargon can be alienating for those unfamiliar with planning processes. Equally critical, we are always mindful of community context, and encourage unique activities, formats, and venues for public engagement events that work best for all community members. As the Town's Consultant, we would welcome discussions with Town staff and Council to identify local events, communication channels and forums that can be used to obtain meaningful feedback from Latchford residents, businesses and stakeholders.

As detailed in the Communication and Public Engagement Strategy section of this proposal, Fotenn believes that effective public engagement is vital for success in land use planning. Our project team has a proven track record of generating meaningful dialogue with community members in our projects.

In particular, Fotenn is mindful that the repeal of the familiar long-standing Official Plan after 45 years may be confusing or uncomfortable for local residents. Our team is sensitive to these concerns, and will ensure to provide additional context and explanations for the project and proposed policy changes.

Project Management

Project management is a key component of project success. Fotenn establishes clear lines of communication with our clients to ensure that teams are effectively managed and projects are completed on schedule and on budget. We work with clients to develop tracking programs to ensure that the client is kept well informed of project status. We use a combination of regular meetings and project management reports to track our projects. Fotenn produces meeting agendas and actionable meeting minutes to ensure that team members leave meetings with identified and itemized assignments.

Working with Staff, Committees, and Council

We recognize that every community is unique in its organization and administration, and in the roles that organizations play in governance activities. We use project start-up meetings to understand your organization and to develop a custom reporting strategy for the project. Our work programs are designed to be flexible and tailored to your unique needs.

Awards and Achievements

- / 2023 Award of Excellence for Urban Infill, Ottawa Urban Design Awards: 811 Gladstone Ave, Ottawa Community Housing (OCH)
- / 2023 Award of Merit for Urban Infill, Ottawa Urban Design Awards: Bank + Fifth
- / 2023 Award of Excellence, Kingston Livable City Design Awards: Napier Park
- / 2022 Fred Nielsen Company of the Year Award, Greater Ottawa Home Builders Association
- / 2020 Award for Planning Excellence, CIP. Town of Wolfville, NS. Comprehensive Plan Review.
- / 2017 Excellence in Planning Award (Urban / Community Design), OPPI: Zibi Master Plan
- / 2017 Healthy Communities Award, OPPI / Heart & Stroke Foundation, Zibi Master Plan
- / 2016 Grand Prize Award for Excellence in Planning, International Society of City and Regional Planners (ISOCARP), Zibi / Domtar Lands Redevelopment
- / 2016 Award for Planning Excellence, Canadian Institute of Planners, Zibi / Domtar Lands Redevelopment
- / 2006 Award of Excellence, AACIP: The Plateau - Sustainable Arctic Development (Iqaluit)
- / 2005 edra / PLACES: Iqaluit Core Area and Capital District Redevelopment Plan

Key Clients

- / District of Muskoka, ON
- / County of Haliburton, ON
- / Municipality of Shuniah
- / Town of Port Hope, ON
- / Town of Gravenhurst, ON
- / City of Brockville, ON
- / Township of O'Connor, ON
- / Township of Conmee, ON
- / Township of Gillies, ON
- / City of Kenora, ON
- / City of Hamilton, ON
- / City of Kingston, ON
- / Town of Oakville, ON
- / City of Ottawa, ON
- / City of Mississauga, ON
- / City of Thunder Bay, ON
- / Town of Aurora, ON
- / Town of Cobourg, ON
- / Town of Ear Falls, ON
- / Town of Hawkesbury, ON
- / Township of Bonfield, ON
- / Township of Dubreuilville, ON
- / Township of Russell, ON
- / Municipality of Red Lake, ON
- / Town of Three Rivers, PEI
- / Rural Municipality of Clyde River, PEI
- / Rural Municipality of Belfast, PEI
- / Town of Wolfville, NS
- / Government of Nunavut
- / City of Iqaluit, NU
- / City of Yellowknife, NWT
- / Hamlet of Ulukhaktok, NWT
- / Kativik Regional Government, PQ
- / Canada Lands Corporation (CLC)
- / Government of Ontario
- / Government of Québec
- / Infrastructure Ontario
- / Public Works & Government Services Canada / Public Services and Procurement Canada
- / Canadian Forces Housing Agency
- / National Capital Commission (NCC)

Relevant Company Experience

Fotenn has provided planning services to municipalities in Ontario and across Canada for over 30 years, and municipal planning remains a core part of our business. Our range of services includes new Official Plans and Official Plan Reviews, Comprehensive Zoning By-law Reviews, municipal planning services contracts, Community Improvement Plans, downtown planning and strategic planning.

To demonstrate our experience with projects of comparable scope and scale, we have included three examples that reflect similar small-community contexts, policy considerations and engagement requirements: the Town of Hawkesbury, St. Joseph Island Planning Board and Township of Emo. Project sheets for each assignment are provided on the following pages and demonstrate our experience preparing modern, practical and locally responsive Official Plans and Zoning By-laws.

In addition, Fotenn is currently undertaking similar assignments for the Town of Gravenhurst, Municipality of Trent Hills and Township of Dubreuilville, along with multiple other communities in the Rainy River District, further demonstrating our current experience and capacity to deliver comprehensive municipal planning projects.

Beyond Official Plan and Zoning By-law Reviews, our team has gained significant experience planning for Northern Ontario communities through municipal planning services contracts, where we act as the municipal planner and provide ongoing policy, development review and Council advisory services. We have provided these services to the Township of Dubreuilville, the Township of Emo, the Town of Fort Frances, the Town of Smooth Rock Falls, and the City of Kenora, among others. This experience strengthens our understanding of how planning documents are interpreted and implemented by small and rural municipalities.



Main Street, Town of Hawkesbury

Town of Hawkesbury, Ontario

Official Plan Review

Building on our long-standing planning services contract with the Town of Hawkesbury, Fotenn was engaged by the Town to perform a review of its 2010 Official Plan and prepare a new Plan on a repeal-and-replace basis. A major impetus for the project was the new policy and legislative directions by the Province, as well as the recent adoption of a new Official Plan by the upper-tier municipality, the United Counties of Prescott-Russell.

Specifically, the Province introduced new policy directions for housing, including blanket permissions for multiple-unit dwellings in serviced areas. Additionally, changes to the scope of permitted uses within employment lands prompted adjustments to corresponding policies in the new Official Plan.

The new Official Plan prepared by Fotenn contains innovative new directions, including applying a new Gateway Mixed Use designation along corridors approaching the downtown. In response to concerns about a constrained land supply for employment uses, the Plan also designates new lands for economic activities along Highway 17, a major goods movement route in the region.

In preparing the new Official Plan, Fotenn led several engagement sessions with members of the public, including two open houses and an online survey. Council adopted the new Official Plan in Spring 2026.

Location
Hawkesbury, Ontario

Client
Town of Hawkesbury

Population
~10,000

Project Tasks
/ Review existing Official Plan policies and recommend revisions
/ Prepare mapping
/ Prepare informative graphics
/ Participate in public engagement sessions
/ Prepare revised Official Plan
/ Community visit
/ Presentations to Council

Client Reference
Jonathan Wilson
Director of Public Works and Engineering
Town of Hawkesbury
600 Higginson Street
Hawkesbury, Ontario K6A 1H1
T 613-632-0106
E jwilson@hawkesbury.ca



St. Joseph Island, ON.

Official Plan Review and Update

Working alongside the St. Joseph Island Planning Board, Fotenn carried out a comprehensive review and update of the St. Joseph Island Official Plan. Initially adopted in 2009, the primary project goal was to address changes to the Planning Act and Provincial Policy Statement, ensuring compliance with both documents. The review and update also allowed the project team an opportunity to incorporate changes to the Growth Plan for Northern Ontario among other housekeeping matters.

The planning area of St. Joseph Island includes four unique and seperate municipalities, requiring an additional level of coordination throughout the project. In addition to receiving feedback from a community survey, the project also included a comprehensive engagement program with residents and municipal staff.

The updated Official Plan and associated Land Use Schedules were approved by the Planning Board in 2023. However, due to significant legislative and provincial policy changes introduced after the Board’s approval, including the new Provincial Planning Statement (2024), the Ministry of Municipal Affairs and Housing granted final approval of the Official Plan in 2025

Location

St. Joseph Island, ON.

Client

St. Joseph Island Planning Board

Date

2022 - 2025

Project Tasks

- / Ministerial Consultation
- / Community Survey
- / Community Engagement
- / Updated Mapping
- / Updated Official Plan
- / Project Management

Client Reference

Michael Jagger,
Secretary-Treasurer
St. Joseph Island Planning Board
P.O. Box 290
Richards Landing, ON.
P0R 1J0
T: (705) 542-4606
E: sjplanningboard@gmail.com



Township of Emo

Official Plan, Zoning By-law, and Planning Services

Fotenn is privileged to have provided ongoing planning services to the Township of Emo for more than a decade. In that time, Fotenn has assisted the Township with two new Official Plans and Zoning By-laws (2013 & 2025), as well as general planning advisory services.

Located on the banks of the Rainy River, the Township includes the area's largest urban settlement area as well as large swaths of rural lands. In preparing the Official Plan and Zoning By-law, Fotenn applied a nuanced planning strategy to ensure growth was accommodated appropriately while preserving essential character elements and resources. For example, the documents proposed a new Mixed Use Core designation in the Official Plan and a corresponding zone in the Zoning By-law to recognize and augment the rich mix of land uses in key urban areas of the community. In particular, policies were introduced to preserve and continue the walkable, pedestrian-scale built form of Front Street, including a requirement for active land uses to be located at-grade.

Fotenn has similarly provided a wide range of planning services to the Township, including providing assistance with Consent, Plan of Subdivision, Zoning By-law Amendment, and Validation of Title applications. Tasks include the review of applications, preparation of Planning Reports to Council and the provision of general planning advice.

Location

Emo, Ontario

Date

2013-Present

Project Tasks

- / Policy Formulation
- / Planning Services
- / Aboriginal Engagement
- / Community Engagement
- / Development Approvals
- / Project Management

Client Reference

Crystal Gray, Dipl. M.A.
CAO/Clerk Treasurer
Township of Emo
39 Roy Street
PO Box 520
Emo, Ontario P0W 1E0
T 807.482.2378
E cao@emo.ca



Township of Dubreuilville

Official Plan & Zoning By-law Review and Update

Fotenn has been engaged by the Township of Dubreuilville to perform a review and update of its Official Plan and Zoning By-law. Originally adopted in 2015, the Township has elected to review and update its Official Plan in accordance with the Planning Act.

As the provider of Municipal Planning Services to the Township since 2014, Fotenn is uniquely positioned to assist Dubreuilville with this project. In particular, Fotenn has assisted the Township to process and assess several development applications in recent years, and is intimately familiar with the development challenges the municipality faces.

In addition to preparing an updated Official Plan to be consistent with Provincial policies, Fotenn recommended a new approach to managing growth in temporary mining accommodations in the community. Specifically, the policy framework included gating policies for caps on the number of beds without an Official Plan Amendment, special policies for dormitory uses, and an explicit classification for dormitories as residential uses.

The Official Plan and Zoning By-law Review project is currently underway and anticipated for completion in early 2026.

Location

Dubreuilville, Ontario

Client

Township of Dubreuilville

Population

613

Project Tasks

- / Policy Formulation
- / Community Engagement
- / Housing Analysis
- / Project Management
- / Presentation to Council

Client Reference

Shelley B. Casey
 CAO-Clerk
 Township of Dubreuilville
 23 Pins Street
 Dubreuilville, Ontario P0S 1B0
 T 705.884.2340 x22
 E scasey@dubreuilville.ca



Municipality of Trent Hills, Ontario

New Official Plan

Fotenn is currently assisting the Municipality of Trent Hills with the preparation of a new Official Plan, its first as a formally amalgamated municipality. The community includes diverse character areas, including urban areas (Campbellford, Hastings, and Warkworth), rural and agricultural areas, and protected natural heritage areas under the Oak Ridges Moraine Conservation Plan.

The preparation of the Plan provides an opportunity to refresh the existing policy framework, which is comprised of a series of ad-hoc Official Plan Amendments adopted over 25 years. The project has necessarily involved constant monitoring of changing legislative and policy directions from the Province, including the Planning Act and Provincial Planning Statement, as well as a new Official Plan for Northumberland County. In preparing the new municipal policy framework, Fotenn evaluated the implications of these changes for Trent Hills and formulated appropriate and responsive policies accordingly.

To date, Fotenn has completed a draft Official Plan that has been well-received by Municipal Staff, as well as a series of supporting Discussion Papers providing an inventory and analysis of Provincial and upper-tier policy direction. Adoption of the new Official Plan is anticipated for late 2026.

July 2026

Location

Trent Hills, Ontario

Client

Municipality of Trent Hills

Date

2023-Present

Population

14,000

Project Tasks

- / Policy Formulation & Analysis
- / Community Engagement
- / Project Management

Client Reference

Jim Peters
Director of Planning & Development
Municipality of Trent Hills
66 Front Street South
Campbellford, ON K0L 1L0
T 705.653.1900
E jim.peters@trenthills.ca

Unique Strengths

In-House Expertise

Fotenn provides direct access to a fully integrated in-house team across Planning and Policy, Urban Design, Landscape Architecture and Natural Environment. This multidisciplinary structure allows our subject-matter experts in policy and development, community revitalization, urban design, affordable housing, parks and open space, and ecology to collaborate seamlessly.

Real-time knowledge sharing and coordinated problem-solving mean that complex challenges can often be resolved internally, without the delays or costs associated with external consultants. This strengthens the efficiency, consistency and overall quality of the new Official Plan and Comprehensive Zoning By-law. See Section B for further details on our team members.

Visual Quality and Clarity

Our team consistently delivers clear, visually compelling reports, maps and graphics that enhance understanding and support effective decision-making. Visual communication is a core capability across the team, supported by internal standards for layout, branding and readability, ensuring that all deliverables are polished, professional and user-friendly.

Public Engagement Beyond Statutory Requirements

While we are planners by trade, our team includes staff with extensive experience in facilitation, communications and engagement design. This allows us to provide a clear and inclusive engagement process that meets statutory requirements while meaningfully connecting community input to project direction.

We focus on helping the Town understand diverse perspectives, supporting transparent decision-making and building alignment between community priorities and policy outcomes. This approach can clarify project direction and reduce potential issues later in the process.

As-Needed Planning Advice

Fotenn will be available throughout the assignment to provide advice and guidance to the Town on related planning matters that may arise. Our extensive experience providing municipal planning services across Ontario allows us to offer practical advice informed by the implementation of Official Plans and Zoning By-laws in small and rural communities.

A Bilingual Team

Fotenn is proud to provide planning services in both official languages. Our Consulting Team has access to staff who are fluent in English and French and can provide bilingual services for the project, as needed.

Section B

Project Team and Qualifications

Consulting Team

Fotenn has assembled a dynamic, experienced and highly qualified Consulting Team to act as planning consultants for the Town of Latchford's new Official Plan and Comprehensive Zoning By-law.

The proposed team includes staff from Fotenn's Toronto and Ottawa offices who work together regularly. Team members have been selected based on their qualifications, complementary skills and experience preparing Official Plans and Zoning By-laws and planning for small, rural and northern communities.

Senior staff will remain actively involved throughout the assignment, from project initiation through adoption and approval. The core Project Team will remain consistent for the duration of the project, with additional staff available to provide support as required.

Brief introductions and biographies for each team member are provided on the following pages, outlining their education, professional qualifications and relevant project experience. Full curricula vitae are included in the Appendix.

Strategic Advisory Group

The Project Team will be supported by a Strategic Advisory Group drawn entirely from Fotenn's in-house expertise. This approach provides the Town with efficient access to senior specialists while carefully managing their involvement to maintain project value and budget.

Because these specialists are part of Fotenn, they can be consulted quickly and seamlessly, without the delays, communication challenges or added costs that can arise from coordinating multiple subconsultants.

The Strategic Advisory Group brings expertise in planning policy and development, urban design, community revitalization, affordable housing, parks and open space, and ecology. Their involvement will provide targeted advice on complex issues and support the preparation of comprehensive, practical and forward-looking planning documents.





Michael (Mike) Keene

MCIP, RPP

Principal, Planning and Development

Tenure at Fotenn: 17 years

Role: Strategic Advisor on Project Team

Mike will serve as Project Lead, guiding the project through various phases. He will support the development of strategic policy directions, advise on alignment with Ontario's planning framework, and provide insight into potential Ontario Land Tribunal considerations to ensure the Official Plan and Zoning By-law are both visionary and defensible. He will also provide quality assurance at key milestones.

Mike is a Principal of Planning and Development in Fotenn's Toronto office. His broad policy work has covered rural and small-town planning, shoreline development, urban infill, industrial and employment lands, affordable housing feasibility, and community improvement planning. Working with public, institutional, and private sector clients, Mike has led a range of planning projects, including the preparation of new Official Plans and municipal planning services.

Why Mike?

- / Extensive experience providing municipal land use planning and development review services.
- / Extensive experience in land development, policy planning, and facilitation.
- / Expert Witness appearances at over 50 appeal hearings (OLT, OMB, and LPAT) on behalf of public and private sector clients.



Jaime Posen

MCIP, RPP

Principal, Planning

Tenure at Fotenn: 14 years

Role: Project Lead and Primary Contact

Jaime will serve as Planning Lead and Primary contact for the project, leading through all phases of consultation, drafting and adoption. Jaime will oversee the preparation of the new Official Plan, facilitate workshops with staff and Council, coordinate stakeholder consultations and ensure alignment with provincial policy and legislative directives.

Jaime is a Principal of Planning in Fotenn's Ottawa office, with experience leading a range of projects for municipalities across Canada. He has prepared and updated Official Plans, Zoning By-law, Community Plans and Secondary Plans documents in multiple provinces and territories, including Ontario, New Brunswick, Prince Edward Island, Nunavut, and the Northwest Territories. Jaime has also provided planning services to numerous municipalities across Ontario, including urban, rural and Northern communities of varying sizes and contexts.

Why Jaime?

- / Experience leading Official Plan and Zoning By-law updates across Ontario and other Canadian jurisdictions.
- / Strong understanding of Provincial policy and legislative conformity requirements.
- / Experience providing strategic advice to municipalities in urban, rural, and remote contexts.



Yuki Naganuma

B.A., BURPI
Planner
Tenure at Fotenn: 5 years

Role: Planning and Urban Design Support

Yuki will support the Project Team with background research, policy analysis, public consultation and the preparation of the new Official Plan and Comprehensive Zoning By-law. She will assist with reviewing existing land uses and development patterns, identifying policy and zoning updates, preparing engagement and Council materials, and drafting clear, practical planning provisions.

Yuki is a Planner in Fotenn's Toronto office with six years experience supporting development projects and municipal planning services in communities across Ontario. Her municipal experience includes reviewing development applications, preparing staff reports and public notices, responding to general planning inquiries, and supporting Council presentations in accordance with the Planning Act.

Why Yuki?

- / Over six years of land use planning experience;
- / Experience providing planning support to small municipalities;
- / Experience preparing staff reports, public notices and Council materials;
- / Strong background in policy research, development review and public engagement; and
- / A practical and detail-oriented approach to municipal planning and policy implementation.



Tyler Yakichuk

MCIP, RPP
Senior Planner + GIS Analyst
Tenure at Fotenn: 5 years

Role: Mapping Support

Tyler will support the Consulting Team by leading GIS analysis, mapping preparation, and data visualization for the Official Plan Review. He will be responsible for preparing updated mapping schedules and illustrative graphics to support policy communication. Tyler will also assist in developing clear and accessible visual materials to accompany engagement activities and the final Official Plan document.

Tyler is a Planner in Fotenn's Ottawa office. He has worked on a variety of projects, including master plans, site plans, environmental assessments, and urban design guidelines across six provinces. Tyler has developed and implemented innovative tools and methods for data analysis, visualization, and communication, supporting evidence-based planning and clear graphic presentation.

Why Tyler?

- / Advanced skills in GIS modelling, spatial analysis, and data visualization.
- / Experience preparing mapping and graphics for policy and land use planning documents.
- / Experience supporting master plans, environmental assessments, and urban design guidelines.
- / Ability to translate complex planning analysis into clear, user-friendly visuals.



Evan Truong

BES., M.PI, MCIP, RPP
Associate, Urban Design
Tenure at Fotenn: 8 years

Role: Strategic Advisor - Urban Design

Evan will provide expert urban design support to the Consulting Team. He will support the development of design frameworks, built form guidelines, and public realm strategies that complement the Official Plan's policy direction.

Evan is an Associate Urban Designer in the Toronto office. His experience spans urban redevelopment, master planning, and transit-oriented communities across Ontario and Canada. Evan has led award-winning projects, including downtown master plans, high-density mixed-use developments, and strategic redevelopment opportunities, integrating policy, design, and community engagement throughout the planning process.

Why Evan?

- / Over a decade of professional experience in Urban design and Master Planning.
- / Skilled at translating planning policy into a clear and implementable framework.



Saide Sayah

M.PI, MCIP, RPP
Principal, Housing and Development
Tenure at Fotenn: 3 years

Role: Strategic Advisor - Affordable Housing

Saide will provide strategic guidance on housing and development initiatives. He will advise on the assessment of housing needs, development opportunities, and policy frameworks, ensuring that planning solutions respond to community priorities, municipal objectives, and provincial housing strategies. Saide will support the integration of housing initiatives with broader planning and urban design efforts, helping to create complete, inclusive, and resilient communities.

Saide is a Principal in Fotenn's Ottawa office with over 25 years of experience in community planning and development, including more than 15 years in management roles across government, private, and non-profit sectors. He is recognized for his expertise in affordable and supportive housing, development strategy, and program delivery, with extensive experience liaising with municipal, provincial, and federal stakeholders.

Why Saide?

- / 25+ years of experience in housing, development, and community planning.
- / Proven leadership in affordable, supportive, and mixed-income housing projects.
- / Strong ability to connect housing strategies with urban planning, design, and municipal priorities.



Adam Nordfors

BSLA, MLA
Principal Landscape Architect
Tenure at Fotenn: 2 years

Role: Strategic Advisor - Parks and Open Spaces

Adam will provide strategic guidance on parks and open space planning policy as part of the Official Plan Review. Adam will work closely with the planning and urban design team to ensure that growth is supported by a cohesive, accessible, and resilient open space network that enhances community well-being and environmental sustainability.

Adam is a Principal Landscape Architect in the Toronto office. Adam brings over a decade-and-a-half of diverse landscape architecture experience to the team, including over two-and-a-half decades of contributions to projects involving regenerative agriculture, sustainable land use planning, ecological restoration, and construction.

Why Adam?

- / Over 15 years of landscape architecture experience.
- / Registered Landscape Architect and full member of the Ontario Association of Landscape Architects.
- / Brings a rare depth of experience across both complex urban environmental and rural or wilderness landscapes, enabling him to bridge built form and natural systems.



Alex Zeller

MCIP, RPP
Principal, Natural Environment
Tenure at Fotenn: 1 year

Role: Strategic Advisor - Ecology

Alex will provide ecological expertise to the Consulting Team, supporting the development of robust natural heritage, shoreline, and environmental protection policies within the Official Plan. He will guide the integration of ecological considerations into land use planning and best practices in environmental impact assessment and mitigation that support long-term environmental sustainability across the town's urban, rural, and waterfront areas.

Alex is Principal of Fotenn's Natural Environment team based in Ottawa and brings over 20 years of professional experience as an Ecologist. Alex has led multidisciplinary teams on complex municipal and federal projects, delivering context-sensitive solutions that protect sensitive features and species while supporting sustainable growth and infrastructure planning.

Why Alex?

- / 20+ years of experience in ecological assessment, natural heritage policy, and environmental planning.
- / Extensive expertise in wetlands, Species at Risk, shoreline environments, and impact mitigation.
- / Proven experience supporting municipal planning initiatives and infrastructure master planning.

Section C

Understanding of the Assignment and Deliverables



Project Understanding

Fotenn is pleased to provide the Town of Latchford with a proposal for the preparation of a new Official Plan and Comprehensive Zoning By-law.

We understand that this project represents a generational opportunity to establish a modern planning framework that will guide growth and development over the next 25 years. The new planning documents must support appropriate development while protecting the Town's rural character, waterfront areas, natural environment and municipal interests.

Latchford is a small northern Ontario community with a population of approximately 355 and a geographic area of more than 152 square kilometers.

Located along Bay Lake and the Montreal River, with Highway 11 passing through the municipality, the Town includes developed areas, rural lands, waterfront properties and significant undeveloped lands with varying servicing and environmental considerations.

Planning Update

The Town's current Official Plan was adopted in 1981 and predates much of Ontario's current planning framework. Since that time, significant changes have occurred to the Planning Act, new provincial planning policy, housing related reforms, environmental regulation and municipal planning tools.

Fotenn recognizes that this assignment involves more than preparing new policies and zoning provisions. An important part of our role will be to guide Council, staff and the community through these changes using clear language, accessible materials and practical examples. We will begin with the fundamentals and will not presume prior knowledge of the current planning system.

The resulting Official Plan and Zoning By-law will be prepared as coordinated, user-friendly documents that are practical for Town staff to interpret, administer and implement.

Approach to the New Official Plan and Zoning By-law

The new Official Plan will establish a locally appropriate vision for growth and provide clear direction related to:

- / Rural and waterfront development;
- / Natural heritage, shoreline protection and environmental constraints;
- / Roads, infrastructure and servicing capacity;
- / Vacant and municipally owned lands;
- / Housing opportunities, including additional dwelling units;
- / Enabling Community Improvement Plans, Site Plan Control, and other Planning Act tools;
- / Managing future development pressures in unserviced areas; and,
- / Long-term implementation and monitoring.

The Comprehensive Zoning By-law will be prepared alongside the Official Plan to ensure that the two documents are consistent and implement the same planning vision. The Zoning By-law will modernize existing standards, reflect current provincial requirements and position the Town to accommodate appropriate development in an orderly manner.

Policy, Land Use and Servicing Review

Fotenn will undertake a comprehensive review of the Town's existing planning framework and available background information. This work will include:

- / Reviewing population and employment trends in alignment with new directions in the Provincial Planning Statement (PPS);
- / Confirming the location and capacity of existing infrastructure and services;
- / Assessing provincial interests and development constraints;
- / Reviewing existing land uses and vacant lands;
- / Evaluating opportunities for growth and potential future expansion;
- / Examining development opportunities on municipally-owned lands north of the existing townsite; and
- / Considering servicing, lake capacity and environmental conditions.

The review will identify policy gaps, outdated provisions and opportunities to create a clearer and more effective planning framework.

Fotenn appreciates that further studies may be required on municipally-owned lands before new development can proceed. Depending on the context, studies may include geotechnical investigations, servicing studies (including capacity and expansion of linear services), and stormwater management plans. While the scope and scale of studies can only be confirmed following a more in-depth investigation, the project will include clear recommendations for further studies following the initial Data Collection and Background Review phase.

Integrated Experience Embedded in Our Approach

Fotenn's core planning team will be supported by in-house specialists in policy, development, urban design, affordable housing, parks and open space, downtown revitalization and ecology. This integrated approach provides the project with access to specialized expertise without relying on multiple external subconsultants.

Our team also includes planning, GIS, graphics and engagement expertise required to prepare clear policies, accessible documents and user-friendly mapping. We will coordinate with CGIS Spatial Solutions to ensure the final schedules are compatible with the Town's GIS system.

Consultation and Engagement

Public and stakeholder engagement will be an important part of developing the new planning framework. Fotenn will use clear, accessible and inclusive engagement methods suited to Latchford's size and local context.

Consultation will involve Council, Town staff, residents, businesses, community organizations, provincial agencies, First Nations and other prescribed bodies. Feedback will be documented and used to inform the preparation and refinement of the Official Plan and Zoning By-law.

The detailed consultation and community engagement program is provided in a separate subsection of this proposal.

Coordination and Project Management

Fotenn will lead the assignment in close collaboration with Town staff and Council. Regular coordination meetings, clear agendas, decision points and progress updates will help ensure that the project remains on schedule and aligned with the Town's priorities.

Our team will also coordinate with the Ministry of Municipal Affairs and Housing and other provincial ministries throughout the process. This coordination will be particularly important when preparing the Official Plan record, responding to Ministerial modifications and determining the appropriate timing for finalizing the Comprehensive Zoning By-law.

Jaime Posen will serve as Planning Lead and primary point of contact, ensuring clear communication, structured meeting agendas, and actionable meeting minutes. Regular coordination meetings with the Town OP Team will ensure that the project remains aligned with Council priorities, emerging issues, and legislative updates.

Capacity to Undertake Project and Resources

As the largest firm in Eastern Ontario dedicated to planning and design, and offices in Toronto, Ottawa and Kingston, Fotenn has the depth of expertise and staffing capacity to deliver a project of this scale. With more than 35 planners and access to in-house urban design, policy, GIS, and engagement expertise, we can allocate appropriate resources to meet project demands.

Fotenn is equipped with the necessary technology including Microsoft Office Suite, Adobe Creative Suite for high-quality document design, GIS software for mapping and spatial analysis, and digital engagement platforms for virtual consultation to prepare high-quality, AODA-compliant documents and mapping.

Approach, Work Plan and Schedule

Fotenn believes in developing practical, solution-oriented approaches to planning. We also recognize that the Town, Council and community understand Latchford's local needs, opportunities and challenges best. Our approach is therefore to visit, engage and listen before developing policy and regulatory solutions.

The Official Plan and Comprehensive Zoning By-law will be prepared together to ensure that the Town's vision, policies, land use designations, zoning provisions and mapping are fully coordinated. Each phase builds on the previous phase so that technical analysis, community input and Council direction are clearly documented and reflected in the final documents.

The Work Plan may be adjusted in consultation with the Town to accommodate municipal review periods, the 2026 municipal election, additional technical studies and the Ministerial approval process. All deliverables will be provided in accessible digital formats.

Phase 1: Data Collection and Background Review

1.1 Project Kick-off Meeting

The project will begin with a kickoff meeting between the Consulting Team and Town staff to confirm the scope, Work Plan, schedule, roles, communication protocols and decision-making process.

The meeting will also confirm:

- / Available municipal records and background information;
- / Key planning issues and areas requiring particular attention;
- / Town review and approval requirements;
- / GIS and mapping coordination with CGIS Spatial Solutions;

- / Stakeholder, agency and First Nations contacts; and
- / The proposed consultation and communications program.

Tour of Town

Fotenn will undertake an in-person tour of Latchford to develop an on-the-ground understanding of the municipality's settlement area, rural lands, waterfront areas, municipal infrastructure, vacant lands and environmental features.

The tour will include, as applicable:

- / Bay Lake and Montreal River waterfront areas;
- / Existing residential and commercial areas;
- / Municipally-owned lands north of Town;
- / Public and private roads;
- / Serviced and unserviced areas;
- / Vacant and underutilized properties;
- / Community and recreational facilities; and
- / Areas with known environmental or development constraints.

Town staff is invited to participate and provide local knowledge regarding development history, infrastructure, community priorities and known issues.

1.2 Special Meeting of Council (Section 26 of the Planning Act)

A Special Meeting of Council will be held to introduce the project, outline the Work Plan and gather early input from Council and the community. The meeting will provide an overview of the Official Plan and Zoning By-law process, identify the scope of changes that may be required and establish preliminary direction for the project. Fotenn will assist the Town in preparing the required notifications for the meeting, in accordance with Planning Act Regulations.

Given that the Town's current Official Plan was adopted in 1981, the presentation will also explain how Ontario's planning framework has evolved and how the new Official Plan and Zoning By-law will work together.

The timing of the Special Meeting will remain flexible. It may be held during the first community visit or following the 2026 municipal election, based on the Town's preference.

1.3 Background and Best Practice Review

Fotenn will review all relevant municipal and provincial documents, including:

- / The Town's 1981 Official Plan;
- / The existing Zoning By-law and amendments;
- / The January 2026 Asset Management Plan;
- / Available infrastructure and servicing information;
- / Development application and land use records;
- / Existing GIS information and mapping;
- / The Provincial Planning Statement, 2024;
- / The Planning Act and other applicable legislation;
- / Relevant provincial guidelines and technical information; and
- / Comparable approaches used by other small and northern Ontario municipalities.

This review will identify outdated policies and provisions, policy gaps, local opportunities and matters requiring further technical investigation.

1.4 Prepare Engagement Strategy

In collaboration with Town staff, Fotenn will prepare and confirm an Engagement Strategy for the project. The Strategy will identify the purpose, timing and format of each engagement activity, as well as the groups and individuals to be consulted.

The Strategy will address:

- / Council, staff and public engagement;
- / First Nations and agency consultation;
- / Outreach to residents, businesses and community organizations;
- / In-person and virtual participation options;
- / Notice and communication responsibilities;
- / Materials and methods to be used at each event; and
- / How comments will be recorded, reviewed and incorporated into the project.

1.5 Initial Notification and Stakeholder Outreach

Fotenn will support the Town in notifying prescribed bodies, First Nations, agencies, local organizations, businesses and interested members of the community.

Early outreach will introduce the project, invite participation and identify preliminary issues and areas of interest before the detailed policy review begins.

Fotenn recommends establishing a dedicated page on the Town of Latchford website to share information and materials related to the project. The Town may also choose to post information on social media channels. Fotenn is available to assist in providing content for these platforms. Following the public engagement initiation, Fotenn will compile, organize, and review the feedback received. Through an analysis of process, the Team will track and highlight broad themes and specific suggestions related to land use planning.

1.6 Ministry of Municipal Affairs and Housing Pre-Consultation

Fotenn will schedule a pre-consultation meeting with the Ministry of Municipal Affairs and Housing (MMAH) based in Sudbury. This call will confirm that the One Window Provincial Planning Service is implemented, and will also review the approvals process and matters of provincial interest in the Town.

Phase 2A: Summary Report and First Draft

During Phase 2A, Fotenn will analyze the information collected through the background review, community tour, early consultation, discussions with Town staff, and feedback from the Province.

This phase will establish the technical and policy foundation for the new Official Plan and Comprehensive Zoning By-law.

2A.1 Existing Conditions and Growth Review

Fotenn will assess the Town's existing conditions and future planning needs to establish the technical foundation for the new Official Plan and Comprehensive Zoning By-law.

The review will include:

- / Existing and forecasted population and employment trends;
- / Current land uses and development patterns;
- / Vacant and underutilized lands;
- / Roads, recreation services and municipal infrastructure;
- / Water, wastewater, waste disposal and private servicing;
- / Rural, waterfront and shoreline development;
- / Natural heritage features and environmental constraints;
- / Lake capacity, water quality and climate resilience;
- / Development pressures in rural and unserviced areas; and
- / The ability of the Town's existing land base to accommodate future growth.

Fotenn will prepare an inventory of vacant lands and assess their potential future uses, servicing requirements and development constraints. If the available land supply is insufficient to accommodate anticipated growth, lands surrounding the developed area will be evaluated for potential future expansion.

Particular attention will be given to the municipally-owned lands north of the existing townsite, including their access, servicing conditions, environmental constraints, development potential and the need for additional technical studies to support the creation of new lots.

2A.2 Summary Report and Identification of Additional Studies

Fotenn will prepare a Summary Report documenting the findings of the background review, technical analysis and preliminary community engagement.

The report will address:

- / Existing conditions and growth considerations;
- / Infrastructure and servicing capacity;
- / Development opportunities and constraints;
- / Rural, waterfront and environmental planning issues;
- / Vacant and municipally owned land findings;
- / Community and stakeholder feedback;
- / Recommended policy and land use directions;
- / Potential mapping and zoning changes;
- / Recommended Planning Act tools and implementation measures; and
- / Any additional studies required before the draft documents are prepared.

A Policy and Land Use Change Matrix may be included within or appended to the Summary Report to clearly document the recommended directions.

Where additional studies are recommended, Fotenn will identify their purpose, preliminary scope, anticipated schedule and estimated budget for the Town's review and approval for Phase 2B.

The Summary Report will be reviewed with Town staff to confirm the planning directions, additional study requirements and any resulting adjustments to the project schedule.

Phase 2B: Additional Studies

Any additional studies identified through Phase 2A will proceed only with the Town's approval. Fotenn will confirm the scope, schedule and budget for each study before work begins.

The Work Plan and schedule have been prepared on the assumption that no additional studies will be required. However, a two-month period has been incorporated into the project schedule during which approved studies may be undertaken. While the preparation of studies may delay some aspects of the project, other elements will still proceed as scheduled concurrent with the studies, minimizing overall project delays. For example, development of Official Plan policies that are not affected by potential studies can continue while the team awaits study results. The project schedule has been crafted to reflect this efficient approach.

Depending on the findings, studies may address servicing, infrastructure, environmental constraints, lake capacity, road access, or land supply. Particular attention will be paid to studies that may be required to facilitate the development of municipally-owned lands north of the existing townsite.

Fotenn will review the results of any studies and incorporate the findings into the policy, land use, zoning and mapping directions for Phase 3.



Phase 3: Draft Documents

Following completion of the steps outlined in Phase 2A and 2B, Fotenn will prepare the draft Official Plan and Comprehensive Zoning By-law. The documents will be developed together to ensure that the policies, land use designations, zoning provisions and mapping are coordinated.

3.1 Prepare First Draft Documents

Fotenn will prepare:

- / First Draft Official Plan and schedules;
- / First Draft Comprehensive Zoning By-law and zoning maps; and
- / Supporting graphics, figures and implementation provisions.

The documents will be written in clear language and designed to be practical, user-friendly and AODA compliant.

The first drafts will be reviewed with Town staff. Fotenn will document staff comments and revise the documents before they are released for public review.

3.2 Provincial One Window Review

Following the Town's review, Fotenn will submit the Draft Official Plan to the Ministry of Municipal Affairs and Housing through the One Window process. In accordance with subsection 17(17.1) of the Planning Act, the required minimum 90-day review period is incorporated into the project schedule.

3.3 Public Open House

Fotenn will prepare materials for and facilitate a public open house presenting the first drafts of the Official Plan and Zoning By-law.

The materials at the open house will explain the proposed policies, land use designations, zoning provisions and mapping, and provide an opportunity for the community to ask questions and provide feedback.

3.4 Prepare Subsequent Drafts

Following circulation, Fotenn will review comments received from the public, Town staff, Council, agencies, First Nations and other stakeholders. Comments and recommended responses will be discussed with the Town and documented in a Comment-Response Matrix.

Based on the confirmed direction, Fotenn will prepare subsequent drafts of the Official Plan and Zoning By-law for the statutory process in Phase 4.

Phase 4: Adoption of the Final Plan and Zoning By-law

4.1 Statutory Public Meetings

Following release of the second drafts, Fotenn will prepare the required notices, presentation materials and supporting documents for the statutory public meetings under the Planning Act.

Fotenn will present the proposed Official Plan and Zoning By-law, explain the key policy and zoning directions, and document comments received from Council, agencies, stakeholders and the public.

4.2 Final Revisions

Fotenn will review all comments with Town staff and prepare any required revisions to the Official Plan, Zoning By-law, schedules and mapping.

A Comment-Response Matrix will document the comments received, Fotenn's response and any recommended changes.

4.3 Council Adoption

Fotenn will prepare the final Official Plan for Council's consideration and adoption, including the required presentation materials and Council-ready documents.

The Zoning By-law will not be adopted by Council at this meeting, but rather will be adopted following Ministerial approval, as described in Phase 6 of the Work Plan.

Phase 5: Submission of the Official Plan Record

5.1 Preparation and Submission of Record

Following Council adoption, Fotenn will support the Clerk, as required, in compiling the Official Plan record for submission to the Ministry of Municipal Affairs and Housing.

This may include providing final documents and schedules, consultation records, supporting reports and other information required for the submission.

Phase 6: Post-Approval Support

Following Ministerial approval, Fotenn will review any modifications and incorporate them into a consolidated version of the Official Plan.

Fotenn will also identify any amendments to the adopted Zoning By-law that may be required to implement the approved Official Plan and provide recommendations to the Town.

Final adoption of the Zoning By-law by Council will represent the completion of the project.

Mapping and GIS Coordination

Fotenn will coordinate with CGIS Spatial Solutions throughout the project to confirm available data, mapping standards and required file formats.

The Official Plan schedules and Zoning By-law maps will be prepared in a format compatible with the Town's GIS system and suitable for uploading to the Town's website. Parcel fabric and road network information provided by the Town will form the basis of the project mapping, along with georeferenced information provided by the Province through the consultation process.

Public and Stakeholder Notification

Fotenn will prepare all required project commencement, consultation and statutory notices. The notices will be provided to the Town for distribution to prescribed bodies, First Nations, stakeholders and members of the public.

Fotenn will maintain a record of consultation activities and comments received throughout the project.

Consultation and Community Engagement



Fotenn believes that an informed and engaged community is essential to developing an Official Plan and Zoning By-law that are understood, supported and responsive to local needs. Residents, businesses, Council, Town staff, First Nations and community organizations bring valuable knowledge of Latchford's opportunities, challenges and priorities.

The Consultation and Engagement Strategy will be integrated into the Work Plan and refined with Town staff during Phase 1. The approach will reflect Latchford's small population, northern location and available municipal resources, while providing meaningful opportunities to participate throughout the project.

Given that the existing Official Plan was adopted in 1981, engagement materials will begin with the fundamentals. Fotenn will use plain language, visuals and practical examples to explain the role of an Official Plan and Zoning By-law, how Ontario's planning framework has changed and how community input will influence the new documents.

Public Engagement

Engagement activities will be purposeful, accessible and suited to each stage of the project. The proposed program includes:

- / The Special Meeting of Council;
- / Early outreach to prescribed bodies, First Nations and local stakeholders;
- / Preliminary community engagement during Phase 2A;
- / Posting of materials on the Town website and/or social media platforms;
- / Statutory public meetings; and
- / Ongoing opportunities to submit comments online, by email, mail or telephone.

Depending on community interest and Town preference, engagement techniques may include workshops, community mapping, facilitated discussions, visual preference exercises, surveys, walkabouts and public presentations.

The approach to community engagement will be based on the following principles:

- / Draw on previous consultation records and make connections between the processes;
- / Produce clear and consistent messaging to effectively inform the public from the outset;
- / Ensure that stakeholders are being educated and informed to allow for meaningful participation in the process;
- / Some community members may feel under-consulted. Identify ways of reaching these hard-to-reach groups, and provide a variety of options for people to engage in the process;
- / Ensure that public consultation events and methods of providing feedback are inclusive and accessible to people of all ages and abilities;
- / Allow for a balance of formal and passive / informal engagement opportunities;
- / Identify opportunities to combine community engagement events with other area events; and
- / Make engagement fun and rewarding.

Examples of engagement and consultation techniques that have proven successful include:

- / World Town Cafés;
- / “Speaker’s Corner” video booth;
- / Community mapping activities;
- / Speaker’s series;
- / Visual preference surveys;
- / Solution sprints;
- / Community walk-about;
- / Youth-focused workshops;
- / Pecha Kucha facilitated sessions;
- / Public presentations and open houses;
- / Project websites;
- / Targeted emails;
- / Workshops;
- / Social media; and
- / Design charrettes.

Communication and Facilitation Skills

The Fotenn team brings a strong interpersonal skill set that will be critical for all forms of communication on the project. Whether working with clients, team members from other professional disciplines, members of the public, or elected representatives, all Fotenn planners regularly draw upon verbal and presentation skills to fulfill project and task objectives.

Each team member brings experience facilitating public meetings of all forms, including presentations, open houses, workshops, roundtable discussions, and design charrettes. Our team members have been called upon to facilitate public engagement events for previous Official Plan projects, as well as public meetings for numerous development files.

Underscoring this skill set, Jaime Posen holds a Certificate in Negotiation, Facilitation and Mediation from the Mediation Centre of Southeastern Ontario. Other team members have similarly honed these interrelated skills through the completion of numerous planning projects.

Successful facilitation of public engagement events requires several qualities:

- / Respect for community members and a recognition of the valuable knowledge shared;
- / Use of plain language to promote understanding;
- / Approachability, to foster comfort with asking questions or providing feedback;
- / Following-up on questions to ensure clarity and understanding; and
- / Proactive preparation, including anticipating questions and issues.

Communication Tools



Workshops

The most hands-on and intensive information gathering and public discussion will be done during in-person or online public engagement sessions and community visits. These are described in the Public Engagement Process and Work Plan.



Telephone Line

Fotenn recommends that one staff member be made available to answer phone calls related to the Official Plan & Zoning By-law for the duration of the project.



Project Website

The Town of Latchford's web page will be the hub for the most current public information related to the project. It will also provide a contact email address for residents and business owners to provide input.



Mail and Newspaper Advertisements

Regular mail and newspaper advertisements can provide information on upcoming engagement events and direct readers to places where they can obtain more information, such as the project website and / or municipal offices.



Facebook

Fotenn recommends establishing or using a new or existing Facebook page for the Official Plan & Zoning By-law project. The Facebook page will be used for providing project updates and notifications about upcoming events. Resident feedback should also be accepted via the Facebook page.



Instagram

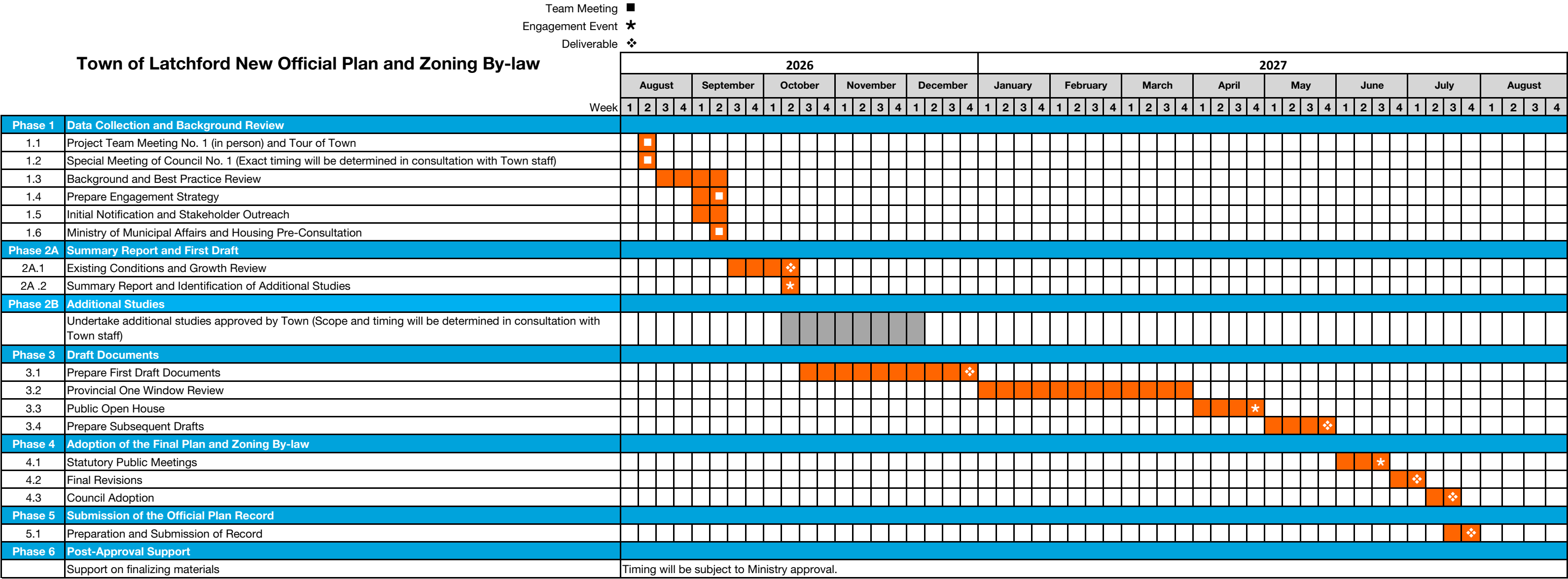
Instagram is a great way to spread simple information quickly. Fotenn also recommends creating a Instagram page that will be used for sharing and receiving information about the project. The account could also be used to share visual materials.

NOTICE

Signage

No matter what steps are taken, some people simply will not actively search out more information on a website. Providing “on-the-ground” information boards and branded posters can reach people who otherwise might not get involved in the project. Information boards and posters may be strategically placed at key sites around the Town to give residents a better idea of how policy decisions impact their physical environment and provide opportunities for public input.

Gantt Chart



Section D

Proposed Fee

Budget

Town of Latchford New Official Plan and Zoning By-law		Fotenn									
Hourly Rate Hours		Consultant Team				Strategic Advisory Group					
		Mike Keene	Jaime Posen	Yuki Naganuma	Tyler Yakichuk	Total	Evan Truong	Saide Sayah	Adam Nordfors	Alex Zeller	Total
		Project Lead - Development + Policy	Planning Lead + Primary Contact	Planning + Urban Design Support	Mapping Support		Urban Design	Affordable Housing	Parks + Open Space	Ecology	
		\$ 200.00	\$ 180.00	\$ 120.00	\$ 120.00		\$ 170.00	\$ 200.00	\$ 200.00	\$ 200.00	
		31	111	141	28	311	10	10	10	10	40
		\$ 6,200.00	\$ 19,980.00	\$ 16,920.00	\$ 3,360.00	\$ 46,460.00	\$ 1,700.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 7,700.00
Project Management			35			\$ 6,300.00					
Phase 1	Data Collection and Background Review										
1.1	Project Team Meeting No. 1 (in person)	5	5	5	2	\$ 2,740.00					
	Tour of Town	2	2	2		\$ 1,000.00					
1.2	Special Meeting of Council No. 1 (Exact timing will be determined in consultation with Town staff)	1	1	5		\$ 980.00					
1.3	Background and Best Practice Review	2	5	15		\$ 3,100.00	2	2	2	\$ 1,540.00	
1.4	Prepare Engagement Strategy	1	2	5		\$ 1,160.00					
1.5	Initial Notification and Stakeholder Outreach	1	4	4		\$ 1,400.00					
1.6	Ministry of Municipal Affairs and Housing Pre-Consultation	1	1	2		\$ 620.00					
				Total		\$ 11,000.00			Total	\$ 1,540.00	
Phase 2A	Summary Report and First Draft										
2A.1	Existing Conditions and Growth Review	1	3	5		\$ 1,340.00					
2A.2	Summary Report and Identification of Additional Studies	1	6	10		\$ 2,480.00	2	2	2	\$ 1,540.00	
				Total		\$ 3,820.00			Total	\$ 1,540.00	
Phase 2B	Additional Studies										
	Undertake additional studies approved by town	Scope and Fees will be determined in consultation with Town staff									
Phase 3	Draft Documents										
3.1	Prepare First Draft Documents	5	15	40	12	\$ 9,940.00	2	2	2	\$ 1,540.00	
3.2	Provincial One Window Review	1	5	2		\$ 1,340.00					
3.3	Public Open House	1	5	10		\$ 2,300.00					
3.4	Prepare Subsequent Drafts	3	5	10	7	\$ 3,540.00	2	2	2	\$ 1,540.00	
				Total		\$ 17,120.00			Total	\$ 3,080.00	
Phase 4	Adoption of the Final Plan and Zoning By-law										
4.1	Statutory Public Meetings	1	5	5		\$ 1,700.00					
4.2	Final Revisions	2	5	15	7	\$ 3,940.00	2	2	2	\$ 1,540.00	
4.3	Council Adoption	1	2	2		\$ 800.00					
				Total		\$ 6,440.00			Total	\$ 1,540.00	
Phase 5	Submission of the Official Plan Record										
5.1	Preparation and Submission of Record	0	2	2		\$ 600.00					
				Total		\$ 600.00					
Phase 6	Post-Approval Support										
	Support on finalizing materials - Timing dependent on Ministry approval	2	3	2		\$ 1,180.00					
				Total		\$ 1,180.00					
	Fees (Consulting Team + Strategic Advisory Group)					\$ 54,160.00					
	Disbursements (travel, potential accommodation for in person events)					\$ 1,200.00					
	Total Fees					\$ 55,360.00					
	+ HST (13%)			Total		\$ 62,556.80					

Total (with disbursements)
\$ 55,360.00

Appendix A

Appendix B of RFP



Appendix B

Submission Sheet – List of References

Town of Latchford **RFP 2026-03 Consulting Services for New Official Plan and Zoning By-law**

State other projects that have been completed by the bidder within the last five (5) years that are of a similar scope and nature to the project described in this RFP.

These references may be contacted by the Town at any time.

Description of Work	Contact Name and Email
Town of Hawkesbury, Ontario - Official Plan Review Refer Project Sheet provided with this proposal in Section A - Relevant Experience	Jonathan Wilson Director of Public Works and Engineering Town of Hawkesbury T: 613-632-0106 E: jwilson@hawkesbury.ca
St. Jopseph Island, Ontario - Official Plan Review and Update Refer Project Sheet provided with this proposal in Section A - Relevant Experience	Michael Jagger, Secretary-Treasurer St. Joseph Island Planning Board T: (705) 542-4606 E: sjplanningboard@gmail.com
Township of Emo, Ontario - Official Plan, Zoning By-law and Planning Services Refer Project Sheet provided with this proposal in Section A - Relevant Experience	Crystal Gray, Dipl. M.A. CAO/Clerk Treasurer Township of Emo T: 807.482.2378 E: cao@emo.ca
Municipality of Trent Hills, Ontario - New Official Plan Fotenn is currently assisting the Municipality of Trent Hills with the preparation of a new Official Plan, its first as a formally amalgamated municipality.	Jim Peters Director of Planning & Development Municipality of Trent Hills T 705.653.1900 E jim.peters@trenthills.ca
Township of Dubreuilville - Official Plan & Zoning By-law Review and Update Fotenn has been engaged by the Township of Dubreuilville to perform a review and update of its Official Plan and Zoning By-law.	Shelley B. Casey CAO-Clerk Township of Dubreuilville T 705.884.2340 x22 E scasey@dubreuilville.ca



Submission Sheet – Non-Collusion Affidavit

Town of Latchford RFP 2026-03 Consulting Services for New Official Plan and Zoning By-law

I/We are fully informed respecting the preparation and contents of the attached proposal and of all pertinent circumstances respecting such proposal.

Such proposal is genuine and is not collusive or a sham bid.

Neither the bidder nor any of its officers, partners, owners, agents, representatives, employees or parties of interest, including this affiant, has in any way colluded, conspired, connived or agreed directly or indirectly with any other bidder, firm or person to submit a collective or sham bid in connection with the work for which the attached bid has been submitted nor has it in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other bidder, firm or person to fix the price or the price of any bidder, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the Town of Latchford or any person interested in the proposal.

The price or prices quoted in the attached bid are fair and proper and not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the bidder or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

The bid, quotation or proposal of any person, company, corporation or organization that does attempt to influence the outcome of any Town purchasing or disposal process will be disqualified, and the person, company, corporation or organization may be subject to exclusion or suspension.

Dated at the City of Toronto this 24th day of July, 2026
(Name of Municipality)

Firm Name: Fotenn Consultants Inc.

Bidder's Authorized Official(s):

Matt Reid, Managing Director
(Name & Title)

M REID
(Signature)

(Name & Title)

(Signature)



Submission Sheet – Conflict of Interest Declaration

Town of Latchford RFP 2026-03 Consulting Services for New Official Plan and Zoning By-law

Please check the appropriate response:

- ☒ I/we hereby confirm that there is not nor was there any actual or perceived conflict of interest in our quotation submission or performing/providing the goods/services required by the agreement.
- ☐ The following is a list of situations, each of which may be a conflict of interest, or appears as potentially a conflict of interest in our Company/s quotation submission or the contractual obligations under the agreement.

List situations:

In making this quotation submission, our company has / has no (strike out inapplicable portion) knowledge of or ability to avail ourselves of confidential information or the Town (other than confidential information which may have been disclosed by the Town in the normal course of the quotation process) and the confidential information was relevant to the work/services, their pricing or quotation evaluation process.

Dated at the City of Toronto this 24th day of July, 2026
(Name of Municipality)

Firm Name: Fotenn Consultants Inc.

Bidder's Authorized Official(s):

Matt Reid, Managing Director
(Name & Title)

MREID
(Signature)

(Name & Title)

(Signature)



Submission Sheet – Accessibility for Ontarians with Disabilities Act, 2005 Compliance Agreement

Town of Latchford RFP 2026-03 Consulting Services for New Official Plan and Zoning By-law

I/We, by our signature below, certify that we are in full compliance with Section 6 of Ontario Regulation 429/07, Accessibility Standards for Customer Service made under the Accessibility for Ontarians with Disabilities Act, 2005. If requested, we are able to provide written proof that all employees have been trained as required under the Act.

This regulation establishes accessibility standards for customer service as it applies to every designated public sector organization and to every person or organization that provides goods or services to members of the public or other third parties and that have at least one employee in Ontario.

Dated at the City of Toronto this 24th day of July, 2026
(Name of Municipality)

Firm Name: Fotenn Consultants Inc.

Bidder's Authorized Official(s):

Matt Reid, Managing Director
(Name & Title)

M. REID

(Signature)

(Name & Title)

(Signature)

Appendix B

Sample Contract

Contract For Planning Services

Town of Latchford – Consulting Services for New Official Plan and Zoning By-law

Date: July 27, 2026
Prepared by: Jaime Posen, RPP MCIP

Client Information:

Attn:
Malorie Robinson, CAO/Clerk-Treasurer
The Corporation of the Town of Latchford
PO Box 10
Latchford, ON P0J 1N0
mrobinson@latchford.ca

Proposal Date: July 27, 2026
Contract Value: \$55,360.00 + HST
Contract Scope: Consulting Services for New Official Plan and Zoning By-law

Description of Work	Value
Fotenn to support the Town in preparing a new, forward-looking Official Plan and Comprehensive Zoning By-law. Tasks include: / Project Team Meeting No. 1 (in person) and Tour of Town / Special Meeting of Council No. 1 (Exact timing will be determined in consultation with Town staff) / Background and Best Practice Review / Prepare Engagement Strategy / Initial Notification and Stakeholder Outreach / Ministry of Municipal Affairs and Housing Pre-Consultation / Existing Conditions and Growth Review / Summary Report and Identification of Additional Studies / Undertaking additional studies approved by town (Scope and timing will be determined in consultation with Town staff) / Prepare First Draft Documents / Provincial One Window Review / Public Open House / Prepare Subsequent Drafts / Statutory Public Meetings / Final Revisions / Council Adoption / Support on finalizing materials A detail of the Proposed Fees is included in Section D of the Proposal.	
Professional Fees (including \$1,200.00 Disbursements)	\$55,360.00



HST	\$7,196.80
Total Contract Value	\$62,556.80

By signing this contract, the Corporation of the Town of Latchford agrees to the terms of the Proposal dated July 27, 2026, including the fees outlined in this contract.

For Town of Latchford

Date

Appendix C

Curriculum Vitae



Contact

416.789.4530 x 21
keene@fotenn.com

Education

Bachelor of Environmental Studies,
Honours Degree in Urban and
Regional Planning, University of
Waterloo, 2002

Affiliations

Canadian Institute of Planners (CIP),
Member

Registered Professional Planner
(RPP), Member

Professional Experience

Fotenn Consultants Inc.
Principal, Planning and Development,
2020-Present

Associate Director of Policy +
Development, 2017-2020

Manager of Policy + Development,
2015-2017

Senior Planner, 2009-2015

Ontario Ministry of Municipal Affairs and Housing

Planner, 2003-2009

Assistant Planner, 2003

Mike Keene

MCIP, RPP

Principal, Planning and Development

Tenure at Fotenn: 17 years

Mike is the Principal of Planning + Development at Fotenn's Toronto office with over 20 years of professional experience in land use planning, development approvals, policy and regulatory reviews, and public facilitation. Working with public, institutional, and private developers, Mike has led detailed land-use potential evaluations, guiding projects from the concept phase through to permitting.

Mike routinely serves as a witness before the Ontario Land Tribunal (OLT) - formerly the Local Planning Appeals Tribunal (LPAT) and Ontario Municipal Board (OMB) - representing public and private sector clients. His thorough understanding of Ontario's planning framework is shaped by his broad policy work, which has covered topics including rural and small-town planning, shoreline development, urban infill, and community improvement.

Mike approaches his planning practice in an integrated way and demonstrates a special understanding for creating appropriate and relevant public consultation opportunities.

Project Experience

Infrastructure Ontario, Mississauga, Clarkson Transit-Oriented Community, Planning Approvals, 2025 - Ongoing
Lead Planner/Technical Advisory Lead, planning approvals to allow a mixed-use transit-oriented community.

Infrastructure Ontario, Toronto, Guildwood Transit-Oriented Community, Planning Approvals, 2025 - Ongoing
Lead Planner/Technical Advisory Lead, planning approvals to allow a mixed-use transit-oriented community.

Typhon Group, 268 Essa Road Barrie, 6 Tower High Density Infill, Planning Approvals, 2025 -ongoing
Lead Planner, starting with a Zoning approval, to permit over 1800 units and ground floor commercial uses in this strategic growth area.

Traine, 380 Taunton Road West Whitby, 3 Mid-rise Rental Development, Planning Approvals, 2025 -ongoing
Lead Planner, planning approvals including site plan, to permit a mixed use mid-rise development including 260 units and some commercial use in the West Whitby community.

Kingston Terminal Properties, 310 Barrie Street Kingston, High Density Infill, Planning Approvals, 2025 -ongoing
Lead Planner, Zoning, and Site Plan Control applications to redevelop a grocery store and parking lot into a podium and two

**Ontario Ministry of Natural
Resources**
Planning Intern, 2002-2003

Languages
English

residential tower building with a full service grocery store and 455 residential units.

Bluevale Capital Group, Lundy's Lane, Niagara Falls, 2025

Lead Planner, OPA, Zoning, Site Plan Control to permit a hotel conversion into attainable rental units.

District of Muskoka, Town of Huntsville, Brunel Road OLT, 2025

Lead Planner and expert witness, working on behalf of and closely with District and Town staff.

City of Cambridge, Dance Pit OLT, 2025

Lead Planner, working on behalf of and closely with the City of Cambridge to provide Expert Planning Evidence for an upcoming OLT hearing. This hearing may be settled.

CABN CO, Village of Maynard, 2025 – ongoing

Lead Planner, Urban Boundary adjustment, Zoning and Subdivision Applications to permit a roughly 60 unit small home residential development in the village.

Norfolk County, River Front Lands, OPA and ZBA, 2024

Lead Planner, working closely with County staff to upzone underutilized County owner lands to provide a broader range of uses, including multi-unit residential and potentially affordable housing.

Township of East Garafraxa, Planning Services, 2024 - ongoing

Lead Planner engaged in reviewing a variety of development applications providing general planning advice to the Township.

IN8, Downtown Kingston, High Density Infill, Planning Approvals, 2024 -ongoing

Lead Planner, Zoning, Site Plan Control and Condo applications to permit the tallest building in downtown Kingston.

PeopleCare, Peterborough, Planning Approvals, 2024

Lead Planner, planning approvals to allow a long term care facility.

City of Brantford, Affordable Housing Feasibility Report 2023

Lead planner exploring a series of options to provide additional affordable housing in the City of Brantford.

District of Muskoka, Township of Georgian Bay, Oak Bay OLT Settlement, 2023

Lead Planner, working on behalf of and closely with District and Township staff to achieve a settlement with the developer on a Draft Plan of Subdivision Approval and Zoning By-law

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Amendment.

Union Park, Kingston, OPA, ZBA, Plan of Subdivision, 2023-ongoing

Lead Planner for the permitting of a multi-use development including residential condos, seniors' housing and a hotel on a former prison site.

Township of Alnwick/Haldimand, Planning Services, 2023

Lead Planner engaged in reviewing a variety of development applications providing general planning advice to the Township.

IN8, Downtown Kingston, High Density Infill, Planning Approvals, 2023-ongoing

Lead Planner for Zoning, Site Plan Control, and Condo applications to permit the tallest building in downtown Kingston.

Infrastructure Ontario, Provincial Public Works Class Environmental Assessments, 2023

Lead Planner for multiple assessments for building demolition and site clean up.

Land Ark Developments, Westport, Plan of Subdivision, 2023-ongoing

Lead Planner for Zoning and Subdivision Applications to permit a 57 unit residential development in the village.

Podium Developments, High Density Infill Development, Planning Approvals, 2023 - Ongoing

Lead Planner, upcoming OLT professional planning opinion, Zoning, Site Plan Control applications to permit a high density infill building in downtown Kingston.

District of Muskoka, Town of Huntsville, Earls Road OLT Settlement, 2022

Lead Planner, working on behalf of and closely with District and Town staff to achieve a settlement with the developer on a Draft Plan of Subdivision Approval and Zoning By-law Amendment.

Kimco Steel Sales Ltd, Kingston, OPA, ZBA and Site Plan Control, 2022

Lead planner to permit a 65 acre rural industrial land use.

Flynn, Kingston, Minor Variance and OLT Hearing, 2022

Variance to allow a home on an undersized lot. Will provide professional planning opinion at an upcoming OLT hearing.

Rickards, Kingston, ZBA, Consent and Site Plan Control, 2021 Ongoing

Lead planner to permit hamlet appropriate mixed use including industrial, commercial and residential use.

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2522082 Ontario Inc, Prince Edward County, Resort Development, 2021-ongoing

Lead planner to allow a 10 hectare resort including seasonal residential use, an art gallery, a winery and additional commercial uses.

Land Ark Developments, Westport, Plan of Subdivision, 2021

Lead Planner, Zoning and Subdivision Applications to permit a 25 unit residential development in the village.

IN8, High Density Infill Development, Planning Approvals, 2021

Lead Planner, OLT professional planning opinion, Zoning, Site Plan Control and Condo applications to permit a mid-block infill building.

Township of Havelock-Belmont Methuen, Planning Services, 2021-ongoing

Lead Planner engaged in reviewing a variety of development applications providing general planning advice to the Township.

10194549 Canada Ltd, Leeds and the Thousand Islands, Mixed Use Development, 2020 - ongoing

Lead planner to permit a multi-use development including industrial, commercial and residential use through applications for OPA, ZBA and Plan of Subdivision.

Kiley Paving, Loyalist Township, New Quarry, 2020-present

Lead planner preparing the necessary application to permit a new quarry.

Gibbard's Furniture Factory redevelopment, Planning approvals, 2020

Lead Planner, Official Plan Amendment, Zoning By-law Amendment, Site Plan Control, land division and Condo.

Township of Hamilton, Planning Services, 2019-2021

Lead Planner engaged in a number of amendments to the Township's Official Plan and Zoning By-law Amendment to address recent legislative changes as it relates to secondary plans, cannabis and secondary dwellings.

City of Kingston, Clogg's Road Industrial Park, Planning Approvals, 2019

Lead Planner, Plan of Subdivision and Zoning By-law Amendment to permit a new industrial park in the City of Kingston.

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Green Properties, Planning Small Scale Infill, 2019

Lead Planner, Zoning By-law Amendment to permit a new triplex in an established neighbourhood in the City of Kingston.

Picton Terminals, Planning approvals to Expand the Deep Water Port, 2019 - ongoing

Lead Planner, Zoning By-law Amendment and Site Plan Control applications to permit the expansion of the Port.

The Corporation of the Village of Westport, Municipal Planning Services, 2018-2019

Lead Planner, Provide strategic planning advice and process development applications on behalf of the municipality.

IN8 Developments, High Density Infill Development, Williamsville, Planning Approvals, 2018

Lead Planner, Official Plan Amendment, Zoning By-law Amendment and Site Plan applications to permit a 10 Storey building in an infill scenario.

City of Kingston, Rideau Heights Regeneration, Subdivision and Rezoning, 2018-present

Lead Planner, coordinated applications to permit new affordable and market housing.

Podium Developments, High Density Infill Development, Planning Approvals, 2018

Lead Planner, Official Plan Amendment, Zoning By-law Amendment and Site Plan applications to permit a 10 Storey building in an infill scenario.

Manitoulin Transport, Logistics Terminal, Planning Approvals, 2018

Lead Planner, Official Plan Amendment, Zoning By-law Amendment and Site Plan Control applications to permit a logistics terminal.

All Seniors Care, Age In Place Community, Planning Approvals, 2017-2018

Lead Planner, Zoning Site Plan applications to permit a multi-storey age in place community.

Canadian Automobile Association, Highest and Best Use, 2017

Lead Planner, Highest and best use analysis of a property in Kingston.

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Creative Homes by MacAdam, Consent, Variance and OMB Appeal, 2017

Lead Planner, OMB testimony to permit three lots and a variance on one lot.

Township of Havelock-Belmont-Methuen, Havelock, Community Improvement Plan, 2016-2017

Lead Planner, Development of a new Community Improvement Plan for the Village of Havelock.

IN8, High Density Infill Development, Planning Approvals, 2016

Lead Planner, Zoning and Site Plan applications to permit a 20 Storey building.

Signature Stables, Shoreline and Agricultural Development, Planning Approvals, 2016

Lead Planner, Zoning and Site Plan applications to permit a boathouse and expansion of the stables.

Magenta Waterfront Development, South Frontenac, Waterfront Vacant Land Condominium and OMB, 2016

Lead Planner, Zoning and Condo applications and OMB testimony to permit 22 unit resource based development.

Fifth Field Company, Mixed Use Infill Development, 2015

Lead Planner, Zoning and Site Plan applications to permit a 3 storey building.

Cadieux, Kingston, Plan of Subdivision, 2015

Lead Planner, Official Plan, Zoning and Subdivision Applications and OMB testimony to permit a 12 lot resource based development.

Shannon Park Subdivision, City of Kingston Housing & Social Services Division, 2014-Present

Lead Planner, Official Plan Amendment, Zoning By-law Amendment, Draft and Final Plan of subdivision approvals to facilitate Phase 1 of the Rideau Heights Regeneration Strategy.

Municipality of Port Hope, Official Plan 5 Year Review, 2014

Lead Planner, updated Official Plan.

PRK Developments, Kingston, Two 10-storey apartment / condos in Williamsville and OMB, 2014

Lead Planner, Official Plan, Zoning and Site Plan applications to permit two 11 Storey buildings.

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Briggsport Developments, Rideau Lakes, ON, Vacant Land Condominium Development, 2014

Lead Planner, Zoning and Condo applications to permit an 8 unit resource based development.

McCord, Kingston, Minor Infill, Consent and OMB, 2014

Lead Planner, provided expert testimony at OMB hearing.

Conacher Kingston Holdings, Kingston ON, 257 Townhouse Condominium Development, 2013

Lead Planner, Zoning and Subdivision/Condo applications to permit 257 townhouse development.

Queen's University, Kingston ON, 5 and 9 storey Student Residence, 2013

Lead Planner, Zoning and Site Plan applications to permit two student residence buildings.

Tackaberry, Kingston ON, Quarry Rezoning, 2013

Lead Planner, Zoning By-law Amendment to expand permitted uses.

Lake Side Ponds, Amherstiew ON, Master Planned Area, Residential, Commercial, Business Park, 2012

Lead Planner, Secondary Plan exercise for the community.

Township of Havelock-Belmont-Methuen, Official Plan & Zoning By-law Update and OMB, 2012

Lead Planner, Provided recommendations on waterfront related policies (Pending OMB hearing on Zoning matters).

City of Kingston, Secondary Suite Research, 2012

Lead Planner, Provided a report on Secondary Suite development.

Infrastructure Ontario, Millbrook ON, Optimal Land Use Study, 2011

Lead Planner, Provided expert advice on optimal land use for a former prison.

County of Northumberland, Landfill EA, Planning, 2011

Lead Planner, Provided planning review during the EA process.

County of Frontenac, Verona ON, CIP, Planning Services, 2011

Lead Planner, Extensive public consultation and preparation of CIP.

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City of Kingston, Industrial Business Park Design Guidelines, 2010

Lead Planner, Prepared guidelines to enhance physical character of industrial development in the City's business park.

Town of Gananoque. Cultural Plan, 2010

Lead Planner, Provided planning advice reflected in the Cultural Plan.

Infrastructure Ontario, Multiple Planning Reviews, 2010

Lead Planner, reviewed and commented on a number of Official Plans in Ontario.

Haliburton County, Official Plan Update 2009

Lead Planner, updated Official Plan.

Infrastructure Ontario, Property Assessments, 2009

Lead Planner, Conducted highest and best use assessments.

Oak Ridges Moraine Conformity, Planning Approvals, 2008

Lead Planner in Eastern Ontario recommending approval of Official Plan and Zoning Amendments to the Minister.

Official Plan Approvals, Eastern Ontario, 2007

Lead Planner, overseeing and recommending approval of Official Plan and Official Plan Amendments to the Minister.

Municipal Education Delivery, Eastern Ontario Growth Plan/ Planning Reform, 2006

Assisting Role with education of Municipal Staff during the Planning Reform.

2005 Provincial Policy Statement, Regional Input

Provided regional input to the update of the PPS. storey building.

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Jaime Posen

MCIP RPP

Principal, Planning

Tenure at Fotenn: 14 years



Contact

613.730.5709 ext. 236
posen@fotenn.com

Education

Master of Planning, Queen's University, 2011

Bachelor of Arts (Honours), Queen's University, 2007

Affiliations

Canadian Institute of Planners (CIP), Member

Ontario Professional Planners Institute (OPPI), Member

Registered Professional Planner (RPP), Member
Certificate in Negotiation, Facilitation + Mediation, Mediation Centre of Southeastern Ontario, 2010
Crime Prevention Through Environmental Design (CPTED) Level 1 Qualifications

Professional Experience

Fotenn Consultants Inc.
Planner (2011–Present)

City of Ottawa
Urban Planner - Intern (2010)

Languages

English

Jaime is a Registered Professional Planner and Principal in Fotenn's Ottawa office, with experience leading and contributing to a broad range of projects for municipalities across Canada. He has prepared and updated Community Plans and Zoning By-law documents in multiple provinces and territories, including Ontario, Prince Edward Island, Nunavut, and the Northwest Territories. He has also provided planning services to numerous municipalities in Northern Ontario and Nunavut, all featuring a variety of contexts, ranging from urban to rural/remote communities.

Jaime also maintains a case load of development projects, including the preparation and monitoring of small- and medium-scale development applications. Past projects including preparation of a full range of development applications, including Official Plan Amendment, Zoning By-law Amendment, Site Plan Control, Plan of Subdivision, Consent, and Minor Variance applications. Jaime has appeared as a qualified witness before the Ontario Land Tribunal, formerly the Local Planning Appeals Tribunal (LPAT) and Ontario Municipal Board (OMB).

Project Experience

Township of Dubreuilville, ON, Official Plan and Zoning By-law (ongoing)

Building on more than a decade of providing planning services to the Township of Dubreuilville, Fotenn has been engaged to prepare a new Official Plan and Zoning By-law for the community. Among other updates, the new documents specifically provide a framework to manage the growth of temporary mine worker dormitories, including policies and zoning provisions. Tasks performed to-date include stakeholder meetings, preparation of a Background Report, and drafting of the new documents.

Municipality of Shuniah, ON, Zoning By-law, 2024-Present (ongoing)

Fotenn has been engaged by the Municipality of Shuniah to prepare a new Zoning By-law following the approval of a new Official Plan in 2021. A particular challenge is the presence of Associations in the community, a unique ownership arrangement based on common ownership of land parcels. Tasks performed to-date include stakeholder meetings, preparation of a Background Report, and drafting of the new Zoning By-law document.



Townships of Albertain, La Vallee, Emo, Chapple, Morley, Dawson, and Lake of the Woods (Rainy River District, Ontario), Official Plan and Zoning By-law Updates, 2023-Present (ongoing)

Fotenn is assisting multiple communities in the Rainy River District of Ontario with the preparation of new Official Plans and Zoning By-laws. Tasks performed to date have included preparing background reports summarizing planning issues in each community to be addressed through the planning documents, meeting with municipal Councils, and drafting Official Plan and Zoning By-law documents for circulation.

City of Saint John, NB, North End Secondary Plan, 2024-Present (ongoing)

Fotenn has been engaged to prepare a new Secondary Plan for the North End neighbourhood of Saint John. The Secondary Plan includes a policy framework for key intensification development sites, land uses in policy designations, and opportunities for new infrastructure investments. Tasks include hosting a public open house, regular meetings with City Staff, and preparation of the Secondary Plan document.

Town of Hawkesbury, ON, Official Plan, 2024-Present (ongoing)

Following the successful provision of municipal planning services to the Town of Hawkesbury by Fotenn over several years, the Fotenn team is now leading an update to the Town's Official Plan. Tasks performed to date have included preparation of a background report summarizing policy issues, including those established through the United Counties of Prescott-Russell Official Plan framework. The team has also presented to Town Council on two occasions to introduce the project and findings.

Municipality of Trent Hills, ON, Official Plan, 2022-Present (ongoing)

Fotenn has been engaged to prepare a new Official Plan for the amalgamated Municipality of Trent Hills. Tasks performed to date have included drafting and issuing a community survey to solicit feedback on planning issues, as well as preparing a series of four Discussion Papers on various planning issues to be addressed in the new Plan.

Township of St. Joseph, ON, CIP, 2025

In partnership with N1 Strategy, Fotenn prepared a Community Improvement Plan (CIP) for Richards Street, the community's high street. The CIP included a policy framework for public realm design, as well as incentive programs for private landowners in accordance with Section 28 of the Planning Act. The project included in-person and virtual meetings with stakeholders and community members.

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Townships of Gillies, Conmee, and O'Connor, ON (2016-2025)

Prepared updates to each Township's respective Official Plan and Zoning By-law documents to ensure alignment with new provincial policy and legislative directives, and included consultation with the public, Council, Staff, and the Ontario Ministry of Municipal Affairs and Housing.

Municipality of Machin, ON, CIP, 2023

In partnership with N1 Strategy, assisted with the preparation of a Community Improvement Plan (CIP) for two urban areas in the Municipality. Tasks included reviewing and revising draft policies, preparing a site inventory, meeting with Council, preparing Planning Act notifications, and liaising with Municipal staff.

Town of Three Rivers, PEI, 2020-2022

Prepared a new Official Plan and Development By-law for a newly-amalgamated municipality containing seven former municipalities. The community contains a range of urban and rural contexts, economic industries, and development pressures. The planning process included workshops with Town Council and the Planning Board, stakeholder and Indigenous consultations, public meetings, and harmonizing existing planning policies and regulations into the new documents.

Infrastructure Ontario, Municipal Review Services for Hydro One Networks Inc., 2015 – 2020

On behalf of Infrastructure Ontario and Hydro One Networks Inc., monitored Official Plan and Zoning By-law Review processes in communities across Ontario, reviewed draft documents for consistency with Ontario Provincial Policy Statement, and prepared comment letters for submission to the applicable planning authority.

Town of Fort Frances, Township of Emo, Township of Chapple, and Township of Dubreuilville, City of Iqaluit, City of Kenora, Planning Services, 2015 – Present

Provided professional planning services, including review of Official Plan Amendment, Zoning By-law Amendment, Consent, Minor Variance, Site Plan Control, and Subdivision applications, preparation of Staff Reports, and providing strategic advice.

Town of Cobourg, Tannery District Secondary Plan, 2019-2023

Prepared a Secondary Plan for a brownfield area in Cobourg, including the preparation of policies and guidelines that align with the Tannery District Sustainable Neighbourhood Master Plan.

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Hamlet of Ulukhaktok (Northwest Territories), Community Plan and Zoning By-law Review, Land Administration By-law, Addressing By-law, 2019

Prepared updates to the Hamlet Community Plan and prepared a new Zoning By-law, Land Administration By-law, and Addressing By-law. The project included site visits, engagement with stakeholders, and presentations to Hamlet Councils.

Minto Corporation / Mattamy Homes, Community Design Plan (CDP), Barrhaven South, Ottawa, 2015-2018

Part of a team of Fotenn Planners and Designers preparing a CDP for an Urban Expansion Study Area identified in the Official Plan, and included document preparation, analysis, public consultation, liaising with City Staff, and representing public contact point for consulting team.

University of Ottawa, STEM Building, Site Plan Control, 2016-2017

Prepared a Planning Rationale for the proposed development and assisted with coordination of application submission materials to permit a new Science, Technology, Engineering, and Math (STEM) Building on the University of Ottawa Campus.

Infrastructure Ontario / Ontario Provincial Police (OPP), Detachment Modernization, Moosonee and Fort Frances, 2017

Prepared and submitted applications for Official Plan Amendment and Zoning By-law Amendment for new police detachments, and presented to Planning Committees in the communities.

City of Iqaluit, Planning Services, 2013-2016

Provided planning services for the City of Iqaluit from 2013 to 2016. Reviewed development applications, prepared Staff Reports for Development Permits and Survey Sketches, provided professional planning advice to City Staff, performed research, completed special projects, and assisted with mapping needs for the City.

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Hamlets of Qikiqtarjuaq, Clyde River, Grise Fiord, and Igloolik (Nunavut), Community Plan Review, 2015

Prepared updates to the Hamlet Community Plans and Zoning By-laws, including site visits, consultation with stakeholders, and presentations to Hamlet Councils.

Canadian Forces Housing Agency, Floodplain Study, 2014

Prepared a report updating floodplain mapping and development guidelines for a CFHA Residential Housing Site.

Hawkesbury Community Industrial Strategic Planning Association - Redevelopment Study, 2014

Assisted with the preparation of a Redevelopment Study for a former industrial site, including a site visit, and consultation with Town Staff.

City of Kenora, Community Improvement Plan (Keewatin), 2014

Assisted with the preparation of a CIP, including public engagement activities, site visit, Plan preparation, and drafting of the Staff Report.

City of Kenora, Official Plan and Zoning By-law Review, 2014

Assisted with the Official Plan and Zoning By-law update, including public engagement activities, consultation with stakeholders, site visit, Plan preparation, and drafting of the Staff Report.

City of Iqaluit, In-House Planning Services, 2014

Provided in-house planning services at the City of Iqaluit for January 2014. Processed development applications, brought applications forward to City Council, performed site visits, met with applicants, and assisted with general department administration.

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Yuki Naganuma

B.A, BURPI. Planner



Yuki is a Planner at Fotenn's Toronto office with over 6 years of experience coordinating and contributing to a broad range of development projects and municipal planning services across the GTHA and wider southern Ontario area.

Her projects have ranged from large-scale transit-oriented communities to small urban infill projects. Yuki is regularly involved in the preparation of strategic planning documents and coordination of the approvals process for various application types. Yuki also handles development application reviews and provides planning support on behalf of smaller-scaled municipalities. Additionally, Yuki has supported municipalities with affordable housing initiatives including feasibility assessments and grant writing.

Project Experience

Township of East Garafraxa - Planning Consulting Services, April 2024 - Present

Fotenn has been providing planning consulting services to assist the Township Planner with representation, administration, opinion provision, and the processing of development planning applications. Yuki has been supporting the preparation of reports for council, council presentations and responses to general inquiries in accordance with the Planning Act.

Township of Stone Mills - Planning Consulting Services, March 2026 - Present

Fotenn has been providing planning consulting services to assist the Township with the processing of development planning applications. Yuki reviews planning applications, prepares staff reports, public notices, and summaries following provincial policy changes.

540 King Street East (Cobourg), 2021 - Present

Fotenn is engaged as the planning consultant to provide professional planning services in support of a Zoning By-law Amendment, Draft Plan of Subdivision and Plan of Condominium to permit a residential community of 87 units. Yuki coordinated the submission of development application materials and provides ongoing application support.

City of Oshawa, 144-155 First Avenue Redevelopment, 2023 - Present

Fotenn has been engaged as the lead planning consultant for a large-scale, mixed-use, transit-oriented community in Central Oshawa. Yuki coordinated planning application materials for the Official Plan Amendment, Zoning By-law Amendment and Draft Plan of Subdivision applications in support of redevelopment of the former brownfield site. Yuki was also involved in the public engagement strategy.

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Education

Bachelor of Urban and Regional
Planning (BURPI.)

Ryerson University
2016-2018

Bachelor of Arts (BA)
University of Waterloo
2009-2013

Professional Experience
Fotenn Planning + Design
Planner
2021 – Present

ERA Architects
Assistant Planner
2018-2021

Town of Grimsby
Assistant Heritage Planner
2017

Languages
English

Impala Development Inc., South Lancaster, Township of South Glengarry, April 2026

Supported the preparation of planning materials for a Zoning By-law Amendment and Draft Plan of Subdivision applications to facilitate a residential community of 52 units in the Township of South Glengarry.

Planning Consulting Services, Town of Arnprior, July 2023 - July 2024

Fotenn provided planning consulting services to assist the Township with representation, administration, opinion provision, and the processing of development planning applications. Yuki supported the day-to-day management of Site Plan and Subdivision applications on behalf of the municipality, including processing applications, coordination of internal technical review and preparation of draft conditions.

Middlesex County, Tourism Investment Toolkit, May 2024

Fotenn was retained as a sub-consultant on an initiative to encourage tourism investment within the County. Yuki reviewed land use policies at the County and local levels in relation to facilitating tourism opportunities, including assessment of Official Plan and Community Improvement Plans. Further, draft policy direction was provided for the County to encourage certain tourism-related activities in local municipalities.

Village of Westport, Watercolours Development, May 2024

Fotenn was engaged as the consultant to provide professional planning services in support of a Zoning By-Law Amendment and Draft Plan of Subdivision. Yuki was involved in the preparation of the Planning Rationale, application submission, and ongoing coordination with municipal staff.

CMHC Housing Accelerator Fund, Town of Cobourg, 2023

Fotenn prepared an application to the Canadian Mortgage and Housing Corporation (CMHC) on behalf of the municipality for the Housing Accelerator Fund (HAF). Yuki supported staff with grant writing which involved the preparation of action plan initiatives and coordination of application submission. The engagement required a thorough understanding of affordable housing funding and effective policy and program frameworks to manage the City's risk while ensuring multiple paths for accelerated housing development.

CMHC Housing Accelerator Fund, Town of Arnprior, 2023

Fotenn was retained by the municipality to prepare a grant application for a housing incentive funding program aimed at creating more housing supply at an accelerated pace. Yuki supported municipal staff through the preparation of action plan initiatives, precedent research and the coordination of application administration. Yuki also liaised with CMHC application staff during application refinement.

Shining Through Centre - 305 Greenfield Avenue, 2022 - 2023

Coordination of Minor Variance application in the City of Toronto to permit conversion of an existing building to a community centre for children with autism. Yuki prepared the rationale and coordinated planning materials for the public hearing in accordance with the Planning Act.

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Yuki Naganuma
Planner

Metrolinx, Various Properties, 2023

Preparation of development options reports for various site along transit corridors. Provide planning opinions based on the planning framework around the subject property to assist with developing concept plans.

City of Brantford, Affordable Housing Feasibility Report, 2023

Fotenn was engaged by the municipality to prepare concept options for an affordable housing development within the Mohawk Lake District. Yuki conducted an evaluation of potential housing sites based on the municipality's vision, policy directives and locational criteria. Yuki also conducted policy analysis which informed the creation of a preferred concept option and anticipated planning approvals.

Town of Cobourg, Mixed-use Redevelopment, 2023

Fotenn was engaged as the consultant to provide professional planning services in support of a Zoning By-Law Amendment and Plan of Subdivision. Yuki was involved in the preparation of the Planning Rationale, coordination of submission materials and presentations to the public and Town Council.

Town of Beeton, Heritage Conservation District Plan, 2022

Fotenn has been engaged as the consultant to provide professional planning services in the establishment of a Heritage Conservation District Plan in Downtown Beeton. Yuki supported the final stages of the public engagement leading to the final Council approval.

Municipality of Chatham-Kent - South Side of Wallaceburg Secondary Plan, 2021

Fotenn was engaged as the planning consultant for the creation of a Secondary Plan for the South Side of Wallaceburg which will provide a comprehensive development framework that respects the existing historic and natural environments. Yuki was involved in the early planning stages providing policy research as part of the initial background review.

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Yuki Naganuma
Planner

Tyler Yakichuk

MCIP RPP

Senior Planner + Senior GIS Analyst

Tenure at Fotenn: 5 years



Contact

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Education

Master of Planning,
Dalhousie University, 2019

Master of Landscape Architecture,
University of Manitoba, 2017

Bachelor of Environmental Design,
University of Manitoba, 2015

Affiliations

Canadian Institute of Planners
Ontario Professional Planners Institute

Professional Experience

Fotenn Planning + Design
Planner, 2021 – Present

Urban Systems
Planner and Landscape Architect
2020 - 2021

Landmark Planning + Design
Planner, 2020

Fathom Studio
Planner / Urban Designer, 2018 – 2020

Dalhousie University
GIS Instructor, 2018 - 2020

With 7 years of professional experience in planning, urban design, GIS modeling, and land development, Tyler contributes to the creation of sustainable and livable urban and rural environments. Tyler has a Master of Planning from Dalhousie University, a Bachelor of Environmental Design from the University of Manitoba, and certifications in GIS modelling and Python scripting from ESRI.

Tyler has worked on a variety of projects, such as master plans, site plans, environmental assessments, and urban design guidelines across 6 provinces. In addition to writing Planning policy and providing land development services, Tyler has contributed to the development and implementation of innovative tools and methods for data analysis, visualization, and communication.

He is passionate about collaborating with clients, stakeholders, and multidisciplinary teams to deliver high-quality solutions that address the needs and aspirations of communities and ecosystems.

Project Experience

Rainy River District — Ontario, Official Plan and Zoning By-law Review and Updated, 2024-2025

Develop, prepare, and implement the Official Plan, Zoning By-laws, and Administrative Resources based on provincial standards, public consultation, and professional institutional knowledge. Tyler's role included policy analysis, review land use patterns and identify important natural features, contribute to the development of required planning documents, and create OP and Zoning Schedules to reflect the accompanying documents.

Rural Municipality of Belfast — Prince Edward Island, Official Plan, Zoning, and Subdivision Control, 2022

Develop, prepare, and implement the Official Plan, Land Use By-laws, and Administrative Resources based on provincial standards, public consultation, and professional institutional knowledge. Tyler's role included policy analysis, review land use patterns and identify important natural features, contribute to the development of required planning document, and create OP and Land Use maps to reflect the accompanying documents.

Languages
English

Town of Three Rivers — Prince Edward Island, Official Plan, Zoning, and Subdivision Control, 2022

Develop, prepare, and implement the Official Plan, Land Use By-laws, and Administrative Resources based on provincial standards, public consultation, and professional institutional knowledge. Tyler's role included policy analysis, review land use patterns and identify important natural features, contribute to the development of required planning document, and create OP and Land Use maps to reflect the accompanying documents.

Rural Municipality of Clyde River — Prince Edward Island, Official Plan, Zoning, and Subdivision Control, 2022

Develop, prepare, and implement the Official Plan, Land Use By-laws, and Administrative Resources based on provincial standards, public consultation, and professional institutional knowledge. Tyler's role included policy analysis, review land use patterns and identify important natural features, contribute to the development of required planning document, and create OP and Land Use maps to reflect the accompanying documents.

Lac Seul First Nation, Land Use Plan and Development Strategy, 2021

Led by tribe elders and senior planners, a community Land Use Plan was developed in concert with an economic development strategy. Personal contributions to the project included site plan development, sub-division development, and background reports. Additional contributions included updating Land Use Plans to reflect future development using GIS software.

(Work completed by Urban Systems)

Doig River First Nation, Land Use Plan and Development Strategy, 2020

Developed in consultation with both tribe leaders and community leaders in the Fort Saint John area, the Land Use Plan was created to integrate recent land acquisitions in the Fort St. John area by Doig River First Nation into the existing planning and development context. Tyler's role included land use mapping for the Tribe, as well as undertaking policy review and best use development strategies.

(Work completed by Urban Systems)

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Tyler Yakichuk, MCIP RPP
Senior Planner

University of New Brunswick, Knowledge Park Masterplan, 2019

The Knowledge Park Masterplan was created to help facilitate commercial and residential development in Moncton NB's Knowledge Park region. Tyler's role on the project included writing background and planning rational reports, investigating LEED certification feasibility studies, site modeling, and creating presentation slides and materials.

(Work completed by Fathom Studio)

Halifax Regional Municipality - Spring Garden Road Functional and Schematic Streetscape Design 2017 – 2019

As a cultural and commercial hub in downtown Halifax NS, Spring Garden Rd required a reimagination in line with the area's future vision. Tyler's role in the streetscape design included participating in public information meetings, streetscape design, choosing material and street furniture options, site modeling and rendering, and development of marketing copy for public postings.

(Work completed by Fathom Studio)

Town of Wolfville – Comprehensive Planning Document Review, 2018 – 2019

Fotenn and Fathom Studio assisted the Town of Wolfville, N.S., in its review and update of municipal planning policy documents, including its Municipal Planning Strategy (MPS), Land Use Bylaw (LUB) and Design Guidelines. Tyler's role included aiding in the modeling of design standards, research specific to the MPS, and drafting the final deliverables in desktop publishing software.

(Work completed by Fathom Studio)

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Evan Truong

BES, M.Pl, MCIP, RPP

Associate, Urban Design

Tenure at Fotenn: 8 years

In his role as an Associate at Fotenn Planning + Design, Evan brings over a decade of professional experience as a registered professional planner (RPP) and urban designer. His projects span the GTHA, Ontario, and across Canada, showcasing a wide-range of work in planning, urban design, and redevelopment. Evan's specific focus centers on conceptual design and master planning for urban sites and transit-oriented communities. His portfolio boasts contributions to numerous award-winning urban design projects, highlighting his ability to effectively convey formative ideas and visions in his work.

Project Experience

Downtown Master Plan, Town of Collingwood, 2023 - 2025

Evan was the lead Urban Designer supporting the Downtown Master Plan, more specifically the development the key frameworks, guidelines, and actions that support the Plan. The Plan provides a clear vision for the Downtown, including an analysis of key findings and opportunity sites, a Vision Map for 2051, a list of Strategic Directions that are the driving threads that guide the plan, and the key Action Items to achieve the vision.

170 Colborne Street Urban Design Brief, Kingston, ON, Greystar Development Inc, 2025

Evan led and managed the preparation of an Urban Design Brief for the 170 Colborne Street, an application for a 20-storey mixed-use residential project in Downtown Kingston. Evan regularly provided urban design feedback to the client, architects, planners and various sub-consultant teams throughout the design and development stages of the project.

Redevelopment Opportunities/Development Options Analysis, 2022-Ongoing

In collaboration with Ernst & Young (EY), Fotenn has been engaged to evaluate the redevelopment potential of several sites across the Greater Toronto Area, with approximately 35+ sites under consideration. Evan has led the urban design and concept planning for each site, which included a review the policy context and developing a range of design concepts. Each concept was assessed for market feasibility, refined as necessary to enhance its viability, and adjusted to maximize future development.

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Education

Master of Planning (Urban Development), Toronto Metropolitan University (formerly Ryerson University), 2013

Bachelor of Environmental Studies, Honours Planning, Urban Design Specialization, Geography Minor, University of Waterloo, 2009

Affiliations

Canadian Institute of Planners (CIP), Full Member

Ontario Professional Planners Institute (OPPI), Full Member

Council for Canadian Urbanism Member

Professional Experience

Fotenn Planning + Design
Associate, Urban Design
2021 - Present

Senior Urban Designer
2018-2021

The Planning Partnership
Urban Designer, 2012 - 2018

Languages

English

Waterloo Generation Park, City of Waterloo, 2024-Ongoing

Fotenn is currently working with the City's Economic Development Department, to explore opportunities to develop and market a newly formed business park in the west-end of Waterloo. Evan is project manager, and urban design lead who has been responsible for developing a series of options that explore and illustrate the various ways that the site could develop. The concepts explore the use of different building typologies, parking configurations, access, and loading.

Eglinton LRT Development and Land Valuation Analysis, Metrolinx, 2023

Fotenn, in collaboration with Ernst & Young (EY), were retained to prepare Development and Land Valuation Analysis' to help assess the future potential development around a series of future LRT station sites. In addition, to preparing a background planning and policy analysis, Evan led the development of a series of concepts that explored the potential for as-of-right development, incremental development and optimized development scenarios for each site that fed into an order-of-magnitude valuation analysis to determine the residual land value for each station site. The project analyzed/assessed six (6) Metrolinx-owned properties/holdings, alongside several identified third-party properties that were to be considered in the valuation and development options work.

Waterloo Erb Street Master Plan, City of Waterloo, 2023

Fotenn prepared a master plan for a series of city-owned parcels in Uptown Waterloo. The master plan identified potential development opportunities for the site, highlighted key principles related to built form and public realm, and was used to foster discussions among stakeholders. Evan was responsible for managing the project, developing various design options, coordinating with city staff and landowners, and the preparation of the master plan document, graphics and modelling. The master plan ultimately helped the City in negotiations for a land swap that created a more contiguous development parcel for both the city and landowner(s).

Waterloo Town Centre Master Plan, TriCap Properties, 2023

Fotenn was retained to prepare a master plan for an existing shopping mall in Uptown Waterloo. The plan explored potential options for the redevelopment of the mall, taking into consideration the existing constraints and covenants, existing leases, as well as, the surrounding context. The master plan illustrated the potential height and density of development and how it relates to the immediate and surrounding context. Evan was responsible for managing the project, concept plan design, and other elements related to the master plan document.

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Transit Oriented Communities (TOC) Development and Land Valuation Analysis, Infrastructure Ontario, 2021

Infrastructure Ontario had engaged Fotenn Planning + Design, in collaboration with Price Waterhouse Coopers (PwC), to develop land use plans and financial analyses to illustrate the potential value that could be generated for the Province by developing Transit Oriented Communities (TOC) at potential transit station areas. This project examined the potential of developing TOC at four (4) predetermined transit station areas, that were selected based on a preliminary analysis of locational context, transit connectivity, and development context.

Scarborough Subway Extension, Development Options, Subway Programs, Metrolinx, 2022

Fotenn was engaged to create a series of development options reports to evaluate the potential for two sites adjacent to future Scarborough Subway Extension stations. Evan supported the team by developing various site options, which were used in an order-of-magnitude valuation analysis to assess the feasibility of acquiring the lands.

TOC Development and Real Estate Options Analysis, Ernst Young/Metrolinx, 2020

Fotenn, in collaboration with Ernst & Young (Project Lead), were retained to prepare Transit-Orient Communities (TOC) Development and Real Estate Options Analysis' to support the delivery of four (4) potential stations within the GO Transit network. Evan prepared a planning policy review analysis for each station site which included an assessment of both physical and planning/policy constraints. He also developed a series of land use block plans for each site that fed into an order-of-magnitude valuation analysis for highest and best use for each station site. The project analyzed/ assessed eight (8) Metrolinx owned properties, alongside several identified third party properties that were to be considered in the valuation and TOC options work.

Downsview Provincial Campus Development Concepts and Supporting Studies, Infrastructure Ontario, 2020-Present

Evan is a primary urban designer assisting with the development of concept plan options for Infrastructure Ontario's Downsview Provincial Campus to inform decisions around the potential disposition of a number of buildings, future government accommodation, and the general redevelopment potential of the site. Supplementary studies, overseen as part of this ongoing exploration, included a Transportation and Traffic Analysis, a Market Analysis, and a Services Disentanglement Strategy.

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Redevelopment Strategies for Long-Term Care and Affordable Housing, Infrastructure Ontario, 2019

In collaboration with Ernst & Young (EY), the Long-Term Care and Affordable Housing project explored the redevelopment potential of former psychiatric hospital sites throughout Ontario (various sites). Evan had led the planning and urban design components of the project including a review of the background policy context and the development of a series of concepts for each site. The concepts were all assessed and tested for their market feasibility, and revised as needed to bolster their feasibility but also to maximize opportunities to facilitate long-term care beds and affordable housing units.

SmartCentres Master Plan and Urban Design Brief, 2021-2022

Fotenn prepared a Master Plan and Urban Design Brief for the SmartCentres Lands in the Town of Whitchurch-Stouffville. The Master Plan envisioned how the commercial lands could evolve into a compact mixed-use community, centered around a mixed-use commercial node, and a series of parks and open spaces. The Master Plan was based a clear vision and nine (9) guiding principles that helped to guide the future development of the site. Evan was responsible for developing a series of urban design frameworks that served as structuring elements of the Master Plan, as well as a highly visual 3D model to illustrate the built form massing and key public realm elements.

Main Street Built Form and Urban Design Guidelines, Town of Whitchurch-Stouffville, 2020

The study establishes and illustrates appropriate built form and urban design guidelines to direct development within the Main Street corridor in a manner which is compatible with the character and intensification objectives for the community. Evan was an Urban Designer assisting with the development of urban design guidelines and framework plans for new development along the corridor that reflects the various character areas, development potential, and building typologies.

Civic Precinct Plan, Town of Innisfil, 2020

Led by the Town's Economic Development Team, the project assessed and visualized the potential development of Town's Civic Precinct, in order to entice developers and landowners, and work towards the creation of meaningful development of this future health and institutional. Evan had led urban design and graphical components of the project including the development of a series of concept plans and built form typologies, and landscape/streetscape designs, used to guide and prepare highly-graphic 3D visualizations.

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River Road Secondary Plan, Zoning and Servicing Study, City of Cambridge, ON, 2019-2021

The River Road Secondary Plan, Zoning and Servicing Study developed and evaluated potential servicing alternatives that facilitated development of the area; and updated planning and land use plans/policies to guide future development. Evan was the Planner and Urban Designer responsible for developing preliminary development concepts, associated planning and urban design frameworks, and public consultation materials.

Urban Design Guidelines and Review Services, Town of Newmarket, 2019-2021

Evan is the Urban Design Lead for the preparation of Town-wide Urban Design Guidelines for the Town of Newmarket. The Guidelines will utilize a built form typology framework to provide guidance on the design of various scales of built form based on existing policies and best practices. Fotenn will also work with the Town over the next three years, as the guidelines are implemented, to provide review and staff training services.

Downtown Development Plan, City of Woodstock, 2019-2020

The Downtown Development Plan informs future decision-making processes and will ensure that investments in the downtown are well informed, justifiable, and part of a larger strategy. Furthermore, an integrated Cultural Plan addresses the City's growing needs for cultural facilities and programs. Evan was responsible for the policy and design elements of the study and implementation directions, particularly the development of Downtown Development Plans and Options, Framework Plans and Recommendations.

Downtown Alcona and Innisfil Beach Road Visualizations, Town of Innisfil, 2019

Led by the Town's Economic Development Team, the project assessed and visualized the potential development of Downtown Alcona, and subsequently Innisfil Beach Road, in order to entice developers and landowners, and work towards the creation of meaningful mixed-use development and main streets. Evan had led the planning and urban design components of the project including the development of a series of concept plans and built form typologies, and landscape designs, used to guide and prepare highly-graphic 3D visualizations.

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Additional Project Experience List (Fotenn)

2024-Present

- / 7 Earl Street, Gillin Engineering, Kingston, ON
- / 1645 Dundas Street East, Advantage Pest, Whitby, ON
- / Princess Street, Midland Avenue, and Taylor Kidd Boulevard Concept Plan(s), Springer Group, Kingston, ON
- / 129 Elizabeth Street Development Concepts, Carusha Holdings, Brighton, ON
- / 500 College Street, Groupe Mach, Belleville, ON
- / 350 Consilium Drive, Groupe Mach, Toronto, ON
- / 2360 Princess Street, Bluevale Capital, Kingston, ON
- / 7034 Lundy's Lane, Bluevale Capital, Niagara Falls, ON
- / Union Park (Block 1), Siderius, Kingston, ON

2023

- / Queen Street, Brock Street and Dalton Avenue Concept Plan(s), Springer Group, Kingston, ON
- / 243-259 King Street E, Taggart Investments, Kingston, ON
- / South Side of Wallaceburg Secondary Plan, Municipality of Chatham-Kent, ON
- / 275 Queen Street, Urban Design Brief, Podium Developments, Kingston, ON

2022

- / 545 Holland Street W, Chamberlain Architects, West Bradford, ON
- / Centre Street Visioning, Town of Smiths Falls, Smiths Falls, ON
- / Innisfil Retirement Community, Corebridge Development Corporation, Innisfil, ON
- / 2 Princess Street Development Concept, Colliers International, Kingston, ON
- / Kingston Health Services Centre Master Plan, Kingston, ON
- / Augusta Secondary Plan, Township of Augusta, Augusta, ON

2018-2021

- / 3300 Rutherford, Ellsworth Group, Vaughan, ON
- / 271 Bay Street Development Feasibility Study, MetroPartners, Hamilton, ON
- / Applewood Meadows Concept Plan, Carusha Holdings, Brighton, ON
- / 1258 Rebecca Street, Halton Region, Oakville, ON
- / Port Picton Architectural Design Guidelines, Cleave Group, Picton, ON
- / Brockville Psychiatric Hospital Redevelopment Concepts, Infrastructure Ontario, Brockville, ON
- / Archdiocese of Ottawa, Various Sites (3), Ottawa, ON
- / Re-Think London Zoning (Phase 1), City of London, ON

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Select Project Experience (Prior to Fotenn)

TCHC Firgrove Master Plan, Toronto, 2018

Toronto Community Housing has begun to develop a master plan to revitalize, rebuild and renew the Firgrove community. The plan is needed before TCHC can demolish and replace the existing townhouse units. The master plan will provide guidance on potential re-development of the lands, including full replacement of rental units and opportunities for market housing. Evan has been involved in creating of a series of preliminary concept plans and supporting materials, which will help guide the revitalization and redevelopment of the Jane-Firgrove community.

TCHC Development Studies, Toronto, 2012-2018

Moss Park, Sheppard-Magellan, Yorkwoods Village, O'Connor Drive, 257 Dundas Street, Adanac Drive and Eglinton-Bathurst

Evan was a planner and urban designer, and a key member of the design team, responsible for generating redevelopment scenarios for several TCHC properties. The redevelopment scenarios demonstrate different approaches to density distribution, built form and massing, street and block patterns, and parks and open space distribution. The analyses explore options for consolidation of land, combining TCHC parcels with adjacent properties to create larger development parcels. Development yields are typically generated for each scenario, identifying both TCHC replacement units and new market housing

Toronto Entertainment District Master Plan, Toronto, 2012-2015

The Toronto Entertainment District BIA Master Plan provides a long-term vision and guidance for change in the district, enabling them continued transformation in a predictable and coordinated manner, while protecting and reinforcing its distinct and defining characteristics. Evan was an urban designer involved in the master plan update, and was responsible for updating the concept plan, development frameworks (built form, streetscapes, public realm), and other related plans and graphics.

Toronto Entertainment District Urban Growth and Development, Toronto, 2012-2018

The BIA provides its members with a quarterly update of development activity within the district. Evan was the planner and urban designer responsible for updating and monitoring development within the BIA. Evan had provided updates to the BIA on development applications and statuses, reviewed and provided comments on submission materials (architectural drawings, landscape plans, etc.), and assessed the applications against the BIA's development checklist, Master Plan and Streetscape Manual.

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Burlington Brant/Lakeshore Waterfront Hotel Study, Burlington, 2017-2018

A planning study was prepared for the Burlington Waterfront Hotel site. The study took into consideration the existing and planned context and serves as a guide to developing this site into a mixed-use development that links the downtown to the waterfront. Evan was involved as a planner and urban designer responsible for developing built form and public realm frameworks and preparing and modelling a series of development concepts.

Cornell Centre Mixed-Use, Markham, 2015-2017

With the completion of the Cornell Secondary Plan in 2008, many of Cornell Centre's landowners had begun to plan for new development opportunities. Planning for new development has progressed from various stages and some approvals have allowed for mixed-use residential development. A landowner group was established for Cornell Centre and a master plan exercise had been started to envision or coordinate development across the various sites within Cornell Centre. Evan was involved in preparing several master plan concepts for the landowner group, liaised with the various landowners and consultants, and completed a draft plan submission for one of the landowners.

Liberty Village Master Plan and Update, Toronto, 2012-2017

The Liberty Village BIA Master Plan provides a vision for what Liberty Village could become. It builds on past and current plans and proposes new ideas to provide a complete and coherent vision for all aspects of the built environment. It contains principles, guidelines and strategic recommendations for how to contribute towards the vision and realizing the true potential of the area. As a planner and urban designer, Evan was involved in all the public consultation events and workshops. He helped prepare the original Master Plan (2012) including the framework plans, graphics and modelling. He also provided an update to the Master Plan (2015) several years later.

Danforth Avenue Segment Review, Toronto, 2017

Development within Mixed Use Areas on an Avenue prior to the completion of an Avenue Study may proceed provided the applications of such proposed development undertake an Avenue Segment Review. Evan was the project manager and urban designer responsible for preparing an Avenue Segment Review for a proposed development along Danforth Avenue. His role involved a background planning and policy review, the identification of and potential development scenarios for soft sites, and all associated graphics, content and modelling.

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Scarborough Civic Centre Transportation Master Plan, Toronto, 2017

Evan was part of a team of consultants that established a movement framework that offered a clear vision for transforming the road system into a finer grained street network to better accommodate pedestrians, cyclist, and transit users, as well as motorist. Evan's role involved the preparation of an existing conditions analysis, and the built form and public realm frameworks.

Scarborough Subway Extension Study, Toronto, 2015

Evan was part of a team of consultants that completed a planning study for the approved Scarborough Subway Extension. His role involved an analysis of the planning and policy framework and existing conditions, an evaluation of multiple subway alignment and station options, soft site analysis, and transit-oriented development modelling and urban design plans.

Fredericton City Centre Plan, Fredericton, 2015

The Fredericton City Centre Plan is a high-level framework that guides future initiatives, studies and private development. Evan was a planner and urban designer involved with the preparation of the background analysis and review, as well as, the public realm and built form frameworks, soft site analysis, development concepts, modelling and urban design guidelines.

Burlington Downtown Site Concepts, Burlington, 2015

A feasibility study was undertaken to explore potential development options for several parking lot sites in Downtown Burlington. Development concepts were prepared to analyze various scenarios and to test built form typologies on the various sites. Evan was involved with developing various scenarios and built form topologies for the sites and compiled development yields for further analysis.

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Evan Truong
Associate, Urban Design

Saide Sayah

MPL, RPP

Principal, Housing & Development

Tenure at Fotenn: 3 years



Contact

613.730.5709, ext. 222
sayah@fotenn.com

Education

Masters Certificate in Municipal Leadership, York University, Schulich School of Business, 2013-2014

Professional Diploma in Architecture, RAIC Syllabus Program (Part 1 Diploma), 2005-2013

Masters of Urban and Regional Planning, Queen's University, 2002

Bachelor of Arts (Honours), Geography, Saint Mary's University, 1998

Environmental Planning (Minor), Nova Scotia College of Art and Design, 1998

Affiliations

Full Professional Member, Ontario Professional Planning Institute (OPPI)

Saide Sayah is a Principal at Fotenn's Ottawa office, bringing over 25 years of expertise in development and community planning, including more than 15 years of management experience across government, private, and non-profit sectors. He is recognized as an industry leader in planning and development, affordable and supportive housing projects, as well as delivering housing and homelessness programs. Saide is highly skilled at liaising with all levels of government, agencies, councils, the development community, and the public to address complex challenges at the intersection of planning, affordability and social services.

Saide's diverse clientele spans the private, public, and non-profit sectors, including organizations such as Ottawa Community Housing Corporation, Nepean Housing Corporation, Ottawa Aboriginal Coalition, Ontario Native Womens Association, Vietnamese Canadian Centre, Sobeys, Accora Village (Ferguslea), Canadian Urban Institute (CUI) and Infrastructure Ontario.

With more than 50 affordable housing developments completed and related community achievements, Saide has extensive and practical experience in formulating development strategies, developing project capital and operating budgets, and managing complex development projects. In addition to his professional achievements, Saide serves as a director and board member for Multi-Faith Housing Initiative and the DeafBlind Ontario Foundation. He is also a part-time professor at Algonquin College, where he teaches Principles of Urban Planning within the Bachelor of Building Sciences Program.

Key Work Experience

Ottawa Aboriginal Coalition 2024 - present

Engaged by the Ontario Aboriginal Housing Services (OAC) to support the development of their 10-Year Housing Plan. Provided strategic advice to OAC members, assisting them in translating key strategies into actionable programs. Collaborated with Fotenn to deliver planning and design services, including project development and proformas, to support the OAC in project design and development, grant applications and housing initiatives.

Inuit VAW Transitional Housing, 2024 - present

Responsible for managing the project from design through to construction and occupancy. Managing and drafting project budgets and financial strategies. Assembling and retaining a project team, including architects, lawyers, engineers, and other professionals, to ensure the efficient and effective delivery of a new Transitional Emergency Housing development in the City of

Professional Experience

Fotenn Planning + Design
Principal, 2023-Present

City of Ottawa
Director, Housing Services, 2021-2022

Manager, Central Branch, Planning
Services, 2020-2021

Program Manager, Affordable Housing Unit,
2009-2020

Housing Developer, Affordable Housing
Branch, 2007-2009

Planner II, Planning and Infrastructure
Approvals, Central Division, 2005-2007

Planner II, Community Planning Division,
2004-2005

Planner I, Committee of Adjustment,
Central Division, 2002-2004

City of Kingston
Planning Assistant, 2001-2002

Languages

English
Arabic

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Ottawa.

Kilborn Place Vison, City of Ottawa 2025-present

Engaged by the City of Ottawa to provide strategic guidance on the development of an 8 acre site purchased by the City of Ottawa. Conducted a review of background studies, regulatory context and interviewed key government and not for profit stakeholders to establish a vision to develop a future community health hub and mixed income neighbourhood. The first phase of the project has been completed and the second phase is now underway.

Canada Urban Institute (CUI) 2023-2024

Engaged by the Canadian Urban Institute (CUI) to provide strategic guidance on federal initiatives and programs related to planning, transit, and housing services. Offered advice on how municipal governments, particularly cities, could effectively respond to federal incentives, grants, and RFP processes.

Infrastructure Ontario, 2023-2024

Provided strategic advice to Infrastructure Ontario on projects involving the integration of affordable housing options into development initiatives. Assessed the feasibility of various housing models, including Long-Term Care, Affordable Homeownership, Affordable Rental Housing, Seniors' Independent Living, and Supportive Housing, through comprehensive master planning exercises.

Town of Arnprior / City of Cobourg, 2023-2024

Provided professional planning services for the Town of Arnprior during 2023/2024, including work on Official Plan Amendments, Zoning By-law Amendments, and Site Plan Control Applications. Acted as a liaison between developers and the Town to facilitate effective communication and collaboration. Prepared Housing Accelerator Fund (HAF) applications and developed Housing Action Plans for both the Town of Arnprior and the City of Cobourg. Currently working with Shore Tanner & Associates to complete a Business Retention and Employment Strategy for the Town of Arnprior.

Ottawa Community Housing Corporation (OCHC), 2023-2024

Worked with OCHC to determine opportunities to expedite planning and development approvals with the City of Ottawa. Provide planning advice on new affordable housing projects.

City of Ottawa, Director, Housing Services, Community and Social Services (CSSD), 2021-2022

Responsible for the management of Housing Services which includes four branches; (1) Social Housing; (2) Affordable Housing (3) Homelessness Programs and (4) Residential Services & Emergency Shelters; and the implementation of the 10 Year Housing & Homelessness Plan. Leading daily operations of on and off site emergency shelter facilities and accommodation,

Saide Sayah
Principal

Community

Board Member, Voting Director, Multi-faith Housing Initiative

Board Member, DeafBlind Ontario Foundation

the ongoing administration and maintenance of social housing, development of new affordable housing and implementation of homelessness programming and responses throughout the City. Accountable for human resources, external contract resources, as well as operating and capital budgets (Capital budget in excess of \$80 million and operating budget in excess of \$130 million annually).

City of Ottawa, Manager, Central Branch, Development Review, Planning, Infrastructure & Economic Dev. (PIED), 2020-2021

Lead the Central Branch Development Review Team of Planning Services. Assist with the review of complex infill development applications, plans of subdivision, zoning by-law amendments and other planning applications. Input on Planning Department reports and recommendations regarding various development proposals that involve rezoning and official plan processes. Interact and liaise with other levels of government, agencies, development community and private sector firms as well as Mayor and Council.

City of Ottawa, Manager, Affordable Housing Unit, Housing Services, CSSD, 2009-2020

Lead and manage staff and budget of Affordable Housing Branch and conduct land use planning services and project and business case development for Housing Services and the Community and Social Services Department. Responsible for facilitating the development of new capital projects with government, non-profit and/or private sector partners. Provide planning and development advice to the housing, emergency shelter and other institutional sectors, advance community and public sector initiatives and facilitate partnerships. Review land use policies and real property needs as they relate to the demand for housing and social services and make recommendations to executive management and Council. Accountable for human resources, external contract resources, as well as operating and capital budgets for branch.

Part Time Professor, Principles of Urban Planning, Algonquin College, 2015-Present

Teach Principles of Urban Planning to students primarily in engineering and architectural technology of the Bachelor of Building Sciences Program. Lecture evenings 3 hours, once per week, typically one semester per year to deliver core learning and instructional material.

City of Ottawa, Housing Developer, Affordable Housing Branch, 2007-2009

Facilitate the development of affordable housing through new construction or rehabilitation of existing buildings, identifying appropriate sites for residential development. Research and write affordable housing policies and reports. Review project capital and operating budgets, prepare planning reports, environmental and other technical studies. Present to City Council, negotiate agreements between the City and various stakeholders.

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Saide Sayah
Principal

City of Ottawa, Planner II, Planning and Infrastructure Approvals, Central Division, 2005-2007

Review complex infill development applications, plans of subdivision, zoning by-law amendments and other planning applications. Prepare Planning Department reports and recommendations regarding various development proposals that involve rezoning and official plan processes. Interact and liaise with other levels of government, agencies, development community and private sector firms. Represent the City at the Ontario Municipal Board as an expert witness.

City of Ottawa, Planner II, Community Planning and Design, 2004-2005

Reviewed and amend sections of the City of Ottawa Official Plan for Brownfield's Community Improvement Plan Policies and Waste Disposal Policies. Defend City's position at the Ontario Municipal Board regarding appeals to different sections of the Official Plan. Review and report on new Provincial policies and regulations such as Bill 51 and the Provincial Policy Statement and determine policy and technical implications.

City of Ottawa, Planner I, Committee of Adjustment, Central Division, 2002-2004

Review Committee of Adjustment applications for minor variance and severance requests. Review development applications such as site plans, zoning and official plan amendments. Conduct pre-consultation meetings to identify issues prior to application submission. Prepare Planning Department reports and recommendations on development, rezoning, official plan and subdivision applications. Represent Planning Department at the Ontario Municipal Board as expert witness.

The Corporation of the City of Kingston, Planning Assistant, 2001- 2002

Developed historic building database, conducted research, created maps, schedules, and sketches for various planning projects and reports, utilized computer graphic design/ architectural applications for various projects such as: 2001 Urban Design Awards and the Waterfront Development and Pathway Initiative.

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Saide Sayah
Principal



Adam Nordfors

OALA, CSLA

Associate Landscape Architect

Tenure at Fotenn: 2 years

Adam Nordfors is a registered Landscape Architect and a full member of the Ontario Association of Landscape Architects. He brings over a decade and a half of diverse landscape architecture experience, and over two and a half decades of regenerative agriculture, sustainable land use planning, ecological restoration, and construction to the Fotenn Team.

Over the years Adam has managed to balance a practice that includes deeply urban projects and rural and wilderness interventions, a paradigm he sees as key to the evolution of a built environment symbiotic to the natural systems and ecologies we all depend on.

Through curiosity, creative thinking, technical mastery, and a systems approach, Adam consistently delivers innovative, elegant solutions to a wide range of clients, on time and on budget.

Project Experience Samples

Institutional & Government

South Kent School, South Kent, Connecticut
 John E. Jaqua Academic Center, University of Oregon
 Signal Peak Campus, Central Arizona College
 Otay Mesa International Border Crossing, San Diego, California
 Havergal College Upper & Lower School, Toronto
 Bureau of Reclamation Campus, Boulder City Nevada
 Watcom Museum, Bellingham Washington
 Anchorage Museum Commons, Anchorage Alaska
 International Peace Gardens, Dunseith, ND & Boissevain, MB

Municipal Development

1926 Lakeshore 38 Drive, Toronto.
 75 Mutual Street, Toronto
 2382 Dundas, Toronto
 Howard Park 2/ Howard Park & Dundas, Toronto
 Leslie Mews, Toronto
 55 Erskine Avenue, Toronto
 2135 Sheppard Ave East, Toronto
 Leaside Manor/3 Southvale Drive, Toronto
 1598-1600 Queen Street East, Toronto
 1496 Bayly Street, Toronto
 700 Bay Street, Toronto
 315 Spadina Ave, Toronto
 3070 Ellesmere, Scarborough

Contact

416-938-8195
 nordfors@fotenn.com

Education

Masters of Landscape Architecture
 University of Toronto 2013

Bachelor of Landscape Architecture
 Ecology Minor
 Arizona State University, 2009

Geographic Analysis
 Ryerson University 2005

Living Systems/Waste Water
 Management
 John Todd/Ocean Arks Institute
 Falmouth Maine 2002

Solar Design & Green Building
 Apprenticeship
 Joseph Costion, Northern AZ
 2002-2004

Journeyman Farmer
 Maine Organic Farmers & Gardeners
 Association
 Schoodic Peninsula, Maine 1997

Low Impact Forestry Management
 Maine Agriculture and Forestry
 Extension, Bangor Maine 1997

Affiliations

Ontario Association of Landscape
 Architects, Full Member with
 Certificate and Seal

PA-DE ASLA
 Full Member with Certificate and Seal

Professional LA Experience

2019-24 Principal Landscape Architect, LGL Limited, King City ON

2016-19 Senior Project Manager Ferris and Associates, Toronto ON

2013-16 Nordfors Environmental Design
Agriculture Design, Range Management, Landscape Restoration/Rehabilitation

2011-2013 Lead Designer Juergen Partridge Limited

2011 Landscape Designer SBD Studio, Scottsdale AZ

2009-11 Landscape & Urban Designer Charles Anderson Landscape Architecture Scottsdale AZ, Seattle WA

2008-2009 Landscape Architecture/Urban Design Intern Urban Earth Design, Scottsdale AZ

Relevant Professional Experience

Soleri Office of Design Architecture, Landscape Architecture, Urban Planning, Ecology

Adjunct Professor, The Design School, Arizona State University Department of Architecture & Landscape Architecture

Teaching/Lecturing

Wilkes University, Dpt. of Environmental Engineering "Energy in Landscapes & Biotechnical Construction"

George Brown College "Technology in the Design Process"

Ecosa Institute - Riparian Restoration, Habitat Creation for Biodiversity

High Desert Permaculture - Regenerative Ag, Land Planning, Land Rehab Strategies

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Transportation

Bloor & Dundas MetroLinx Station, Toronto
Grimsby Go Station, Grimsby, Ontario
Elgin Mills CN Rail Grade Separation
St. Catherines Go Station, St. Catherines, Ontario
1705 Weston Road, Toronto Ontario
Victoria Square Blvd. Markham, Ontario
Cedar Ave, Markham Ontario
Highway 148, Pembroke, Ontario
Montrose Infrastructure Development, Niagara Region
City of Scottsdale Streetscapes & Shade Studies, AZ

Master Planning

Morgan's Point Conservation Area, Port Colbourne, Ontario
Ontario Correctional Institute, Brampton, Ontario
City of Rio Rancho Downtown, Rio Rancho, New Mexico
Cosanti Foundation Master Plan, Mayer, AZ
Slumber Valley Campground, Meshoppen, PA
Back Mountain Land Trust, North East, PA
Bisbee/San Jose, Bisbee AZ

Sustainable Stormwater Management

Peel Avenue/Gladstone Avenue, Toronto, Ontario
Pacific Avenue, Tacoma, Washington
Victoria Square Blvd, Markham, Ontario
Blueberry Lane Stormwater Strategies, Whitehaven, PA
Industrial Green Stormwater Management Systems, Bolton, ON
Flood water management Strategies, Noxen, PA
Municipal Grey & Stormwater Distribution, Mayer, AZ

Ecology, Reforestation, Landscape Rehab/Restoration

Toad Lab, Oil Sands, Alberta
Bowman's Creek & Riparian Forest Restoration, Noxen, PA
Aqua Fria River Restoration, Mayer, Arizona
Etobicoke Creek Restoration, Mississauga, Ontario
Duffins Creek Restoration, Ajax, Ontario
Hamilton Satellite Sewer/Bruce Trail Restoration, Hamilton, ON
Kennedy Road Riparian and Habitat Restoration, Stouffville, ON
Caribou Migration Corridors, NWT, Alberta
Regional Road 25 Reforestation & Wetland Comp. Ontario
Drumquin Pumping Station Reforestation & Habitat, Drumquin, ON
Upper Mt. Tributaries Stabilization, Gamelands 57, PA

Sustainable Agriculture Design & Planning

Ashokala Gardens, Snowflake, AZ
Sterling Farms, Harvey's Lake PA
Silver Arrow Farms & Holistic Living Centre, Shavertown, PA
Stone Hollow Farm, Noxen, PA
Hillside Farms & Dairy, Shavertown, PA
Fertile Grounds CSA, Noxen, PA
Kunzelman Farm, LaCrosse, WI

Alex Zeller

M.SC.

Principal, Natural Environment

Tenure at Fotenn: 1 year



Contact

613.730.5709 x292
zeller@fotenn.com

Education

Master of Science (Biology),
Lakehead University, 2007

Honours Bachelor Environmental
Science (Geography),
Lakehead University, 2003

Professional Experience

Fotenn
Principal, Natural Environment,
2025 - Present

Arcadis Canada (formerly IBI Group)
Associate Manager/Discipline Lead,
Natural Systems
2021-2025

WSP Canada
Team Lead / Senior Ecologist,
2018-2021

Dillon Consulting Limited
Associate / Senior Ecologist,
2013-2018
Ecologist, 2006 - 2013

Languages

English

Alex is the Principal of Fotenn's Natural Environment team, based in the Ottawa office. He brings over twenty years of professional experience as an Ecologist, with expertise in terrestrial and aquatic ecology, open space planning, natural heritage policy, impact assessment and mitigation, and ecological restoration.

Alex has led multidisciplinary teams on a wide range of natural heritage projects, delivering context-sensitive solutions that enhance ecological function, protect sensitive features and species, and support the long-term sustainability of natural systems. His project experience includes environmental impact studies, municipal and federal environmental assessments, Species at Risk permitting, wetland delineation, wildlife and natural heritage assessments, construction and post-construction monitoring, community design plans, and other projects related to land development and infrastructure planning.

Project Experience

Kingston Inner Harbour Rehabilitation, Public Services and Procurement Canada (PSPC), 2023 – Present

Turtle Specialist responsible for leading a team of ecologists to determine the potential impacts that the proposed in-water rehabilitation project will have on established turtle populations within the Kingston Inner Harbour (KIH). This project included assessing the effectiveness of established mitigation recommendations, managing radio telemetry and habitat suitability research to map candidate overwintering habitat, providing mitigation/ avoidance guidance to design teams, supporting habitat restoration and compensation recommendations, and undertaking an eDNA study to assess seasonal presence of SAR turtles within the Study Area.

Standing Agreement Offer (SOA) Projects, Infrastructure Ontario, 2022 – 2025

Provided senior ecological oversight and technical review for several confidential Infrastructure Ontario (IO) projects under a Standing Agreement Offer (SOA). Responsibilities included, providing guidance and oversight of natural heritage impact assessments, scoping and reviewing field investigations, guiding natural heritage approvals/permits, review and technical input on habitat compensation and offsetting plans, and senior support for other natural heritage services on an as needed basis.

Restoration and stabilization of the Parliament Hill escarpment, National Capital Commission, 2021

Lead Ecologist responsible for assessing the ecological impacts of slope stability interventions and working within the multi-disciplinary team to develop a restoration plan for the base of the escarpment that enhances the existing ecological function yet considers the important cultural heritage context of the site. This project also included the assessment and management of SAR Butternut trees.

Kizell Wetland Trail – SAR Authorizations, City of Ottawa, 2019

Project Manager and Lead Ecologist for the Species at Risk authorizations required for the construction of a pedestrian trail network within the conservation forest around the Kizell wetland in Kanata. Authorizations included IGF and AAF forms required to manage project impacts on Local Blanding's Turtle populations.

Infrastructure Master Plan, Town of Perth, 2009 – 2010

Completed the ecological assessment and natural heritage inventory for an infrastructure master plan. This study involved a full vegetation survey of the study area, identification of soils, observations of wildlife and detailed mapping of the existing ecosystems within the study area. Additional responsibilities included maintaining the GIS library, consulting with stakeholders and producing GIS figures for report.

Goulbourn Wetland Re – delineation, City of Ottawa, 2015 – 2016

Project Manager for the boundary re-delineation of the provincially significant wetland (PSW) known as the Goulbourn Wetland Complex. Alex was responsible for ensuring the quality of the wetland delineation and associated report, consulting with landowners, and reviewing the approach and findings with the City and the Ontario Ministry of Natural resources.

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Alex Zeller
Principal, Natural Environment

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PROPOSAL

RFP No. 2026-03

Consulting Services for
New Official Plan and
Zoning By-law

July 27, 2026



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APPENDICES

Appendix A – Comprehensive Schedule and Budget Table

Appendix B – Corporate Profile and Curriculum Vitae

Appendix C – Completed Submission Sheets

Appendix D – Draft Consulting Services Contract



Our Understanding & Experience

1 Introduction

Thank you for the invitation to submit this proposal. Planscape Inc. is pleased to submit this proposal to prepare a new Official Plan and Zoning By-law for the Town of Latchford. We understand that 355 people call the Town of Latchford home within an area of 152.26 square kilometers along the shores of Bay Lake and the Montreal River with Highway 11 as the key transportation corridor running through the municipality.



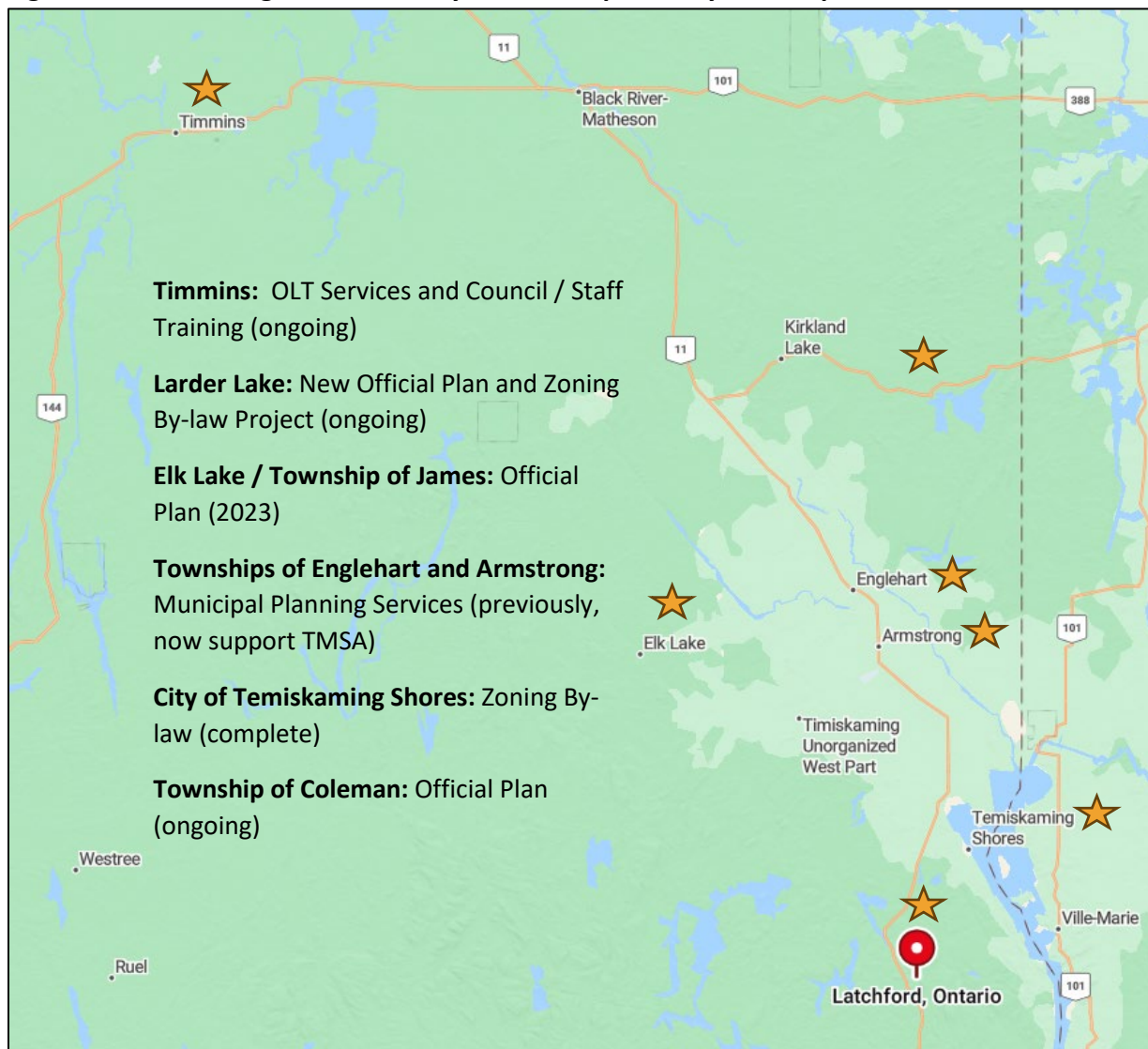
PLANSCAPE

BUILDING COMMUNITY THROUGH PLANNING

The Planscape team brings extensive experience working with rural municipalities across Ontario and we understand the unique challenges and opportunities that shape small communities. Figure 1 has been compiled to illustrate our familiarity with the areas surrounding Latchford. We also had the privilege of touring Latchford while doing a site tour of the Township of Coleman during their Official Plan project.

We pride ourselves on our ability to tailor our work to the needs of our clients and their locales, reflecting local values, priorities, and capacity. With our office located under 3 hours from the Town of Latchford, we are well-positioned to provide responsive support and attend key in-person meetings, while delivering the majority of the project through a cost-effective hybrid (online and in-person) model.

Figure 1: Surrounding Areas of Policy Work Completed by Planscape Inc.



The Planscape project team has been structured to include a lead Registered Professional Planner (RPP) and certified Project Management Professional (PMP), who serves as our Manager of Planning and primary planner for Official Plan and Zoning By-law projects. The project lead is supported by a multidisciplinary team of accredited planners, technicians, and administrative staff. Together, this team structure ensures the project will be delivered on time, on budget, and to the highest professional standards.

This project offers a unique opportunity to update the approved existing Official Plan (1981) so that it is in conformity with current provincial policy, and then build a straight-forward, user-friendly and implementable Zoning By-law to reflect these policies.

2 Understanding of Proposed Project

We understand that the Town of Latchford is seeking a qualified and experienced planning consultant to prepare a new Official Plan and comprehensive Zoning By-law that will establish an updated planning framework for the next 25 years. The Town's current Official Plan, adopted in 1981, is substantially outdated and no longer reflects the current provincial planning policy framework, contemporary land use patterns, local aspirations, or the planning issues facing northern Ontario municipalities today. This project is therefore both a legislative modernization exercise and an important opportunity to create clear, practical, and locally responsive planning documents that will guide orderly development, protect municipal interests, and support consistent decision-making by Town staff and Council.

Planscape Inc. understands that the Town is looking for a process that is technically sound, community-informed, cost-effective, and appropriately scaled to Latchford's size, capacity, and northern context. The work must reflect the Provincial Planning Statement, 2024, the Planning Act, and all other applicable legislation and policies, while also producing documents that are user-friendly, easily interpreted and implemented by Town staff, supported by digitized schedules compatible with the Town's CGIS platform, and prepared in an AODA-compliant format.

The following broad considerations identified in the RFP will be addressed through the preparation of the new Official Plan and Zoning By-law and will help guide this project:

- Existing and forecasted population and employment trends;
- Confirmation of the extent, location, and capacity of all existing services and infrastructure in the Town, including public and private roads, recreation services, waste disposal, sewer and water infrastructure, and other municipal services;
- Assessment of provincial interests in the Town, including the location and extent of relevant physical features;

- An assessment of development constraints within the Town;
- An assessment of the Town’s rural areas and clear strategies and policies for addressing development pressures in undeveloped and non-serviced areas;
- An inventory of existing land uses;
- An inventory of vacant land, and an assessment of the potential future uses of vacant parcels;
- A review of the amount of vacant land, including an assessment of whether available lands can accommodate expected growth and, if not, whether surrounding vacant lands should be evaluated for potential future expansion;
- An assessment of the ability of the natural environment to support development, including servicing considerations, lake capacity, shoreline and waterfront management, and other environmental considerations.

Our approach will be collaborative, transparent, and tailored to the Town of Latchford’s context. We will ensure that the new Official Plan:

- Reflects changing local conditions and takes the interests of the local community and the local context into account;
- Protects the Town’s interests in undeveloped, non-serviced rural areas and provides a clear policy framework for evaluating future development proposals;
- Incorporates contemporary approaches to natural heritage protection, environmental sustainability, and shoreline and waterfront management;
- Reflects the Provincial Planning Statement 2024, or any subsequent PPS released after this RFP or during the Official Plan project;
- Meets all requirements under the Planning Act and all other applicable legislation and policies;
- Includes enabling policies for the use of various Planning Act tools, including Community Improvement Plans and Site Plan Control, as well as policies for additional dwelling units;
- Includes digitized schedules that can be made available on the Town’s website and uploaded to the Town’s GIS system through CGIS;
- Is user-friendly and easily interpreted and implemented by Town staff;
- Is presented in an AODA-compliant format.

To implement the new Official Plan, our team is prepared to deliver a comprehensive, streamlined, accessible, and implementable Zoning By-law that reflects the Town’s updated vision, informed by the recently completed Asset Management Plan (2026), that addresses recent changes to the Planning Act and the Provincial Planning Statement, and positions Latchford to be open for appropriate and orderly development.

3 Professional and Corporate Information

Planscape Inc. is a professional consulting firm offering community and land use planning services. The firm offers personal “hands on” service to municipalities, provincial agencies, ratepayer organizations and private clients. Our work reflects the needs, priorities, and aspirations of the communities in which we work.

Planscape has been providing quality planning services for clients throughout Ontario for over 30 years. When we are not providing daily planning functions to our municipal clients, we are contracted to prepare comprehensive Official Plans, Zoning By-laws and other municipal plans/studies, such as Community Planning Permit By-laws, Community Improvement Plans, Recreation Master Plans and Agricultural Impact Assessments. Our recent projects, similar to the Town of Latchford’s New Official Plan and Zoning By-law, include the Township of East Garafraxa Official Plan and Zoning By-law Update, The Township of Coleman Official Plan, the Municipality of Powassan Official Plan, the Municipality of West Nipissing Official Plan and Zoning By-law Update, the Township of Melancthon Official Plan and Zoning By-law, the Township of Algonquin Highlands Zoning By-law Update, The Township of Larder Lake Official Plan and Zoning By-law, and the City of Temiskaming Shores Zoning By-law Update.

Planscape’s staff includes 3 professionally accredited and 1 candidate MCIP/RPP planners, 2 accredited CACPT planning technicians, and several administration positions that have extensive experience in all aspects of the required scope of work. We are confident that our team is qualified and committed to providing the Town of Latchford with professional, high quality and timely services.

Our Corporate Profile is provided in **Appendix B**.

3.1 Project Team

Our project team has been formed to provide the capacity and core expertise needed to ensure the best outcome of this project. Our selected team members and roles are as follows:

Team Member	Title	Project Role
Stefan Szczerbak, M.Sc, MCIP, RPP	Principal	Project Director / Signing Authority
Debbie Vandenakker, MCIP, RPP, PMP	Manager of Planning	Project Manager / Lead
Jillian MacPherson, M.Pl, RPP candidate	Planner	Planner
Breanne Lywood, M.Sc, CPT	Planning Technician	Planning Technician
Jennifer Thomson, CPT	Planning / GIS Technician	Mapping Support
Wanda Roloson	Executive Assistant	Administrative Support

Stefan Szczerbak, M.Sc, MCIP, RPP – Principal / Project Director

Stefan will serve as Project Director, providing high-level oversight and review throughout the project. He draws on extensive municipal and conservation authority experience to provide professional planning advice to both private and public sector clients. Having worked with smaller, rural municipalities, Stefan brings a strong understanding of the municipal environment and the considerations involved in processing a wide range of development applications.

Stefan routinely prepares and provides evidence as a qualified expert planning witness at the Ontario Land Tribunal (formerly OMB and LPAT). Should this project require OLT support, Stefan will lead the OLT process.

Debbie Vandenakker, MCIP, RPP, PMP – Manager of Planning / Project Manager

Debbie will serve as the Project Manager and key contact for this project. She will lead key project tasks, applying professional planning principles and drawing on her extensive experience in public consultation and project management to support excellent project outcomes.

Debbie specializes in policy planning and community engagement, with a diverse facilitation background that supports strong consultation programs and meaningful educational opportunities for stakeholders. Constructive stakeholder engagement is central to Debbie's work and helps foster effective project solutions. Her background, experience, and commitment to practical planning outcomes provide excellent support for clients, while her project management experience helps deliver creative, effective, and efficient solutions tailored to their needs.

Debbie is the lead contact for this project, and all initial inquiries and communications are to be directed to Debbie. Via email: dvandenakker@planscape.ca

Jillian Macpherson, M.Pl., RPP Candidate – Planner

Jillian is a Land Use Planner and a recent graduate of the Master of Urban and Regional Planning program at Queen’s University, where she specialized in land use planning. During her studies, Jillian served as Editor for a major group project in which 11 graduate students developed a comprehensive vision and policy recommendations for the area surrounding a new LRT station in the City of Ottawa.

Before joining Planscape, Jillian worked with Loyalist Township, where she contributed to the review and update of several by-laws, including the consolidation of multiple Zoning By-law amendments and the preparation of a housekeeping amendment to the Township’s OP.

Breanne Lywood, M.Sc, CPT – Planning Technician

Breanne holds a Master of Science degree and is a published, peer-reviewed academic author specializing in sustainable land use. She brings excellent work experience from her time with the Lake Simcoe Region Conservation Authority, where she contributed to environmental planning and resource management initiatives.

At Planscape, Breanne leads background research, documentation, facilitation, and editing for a wide range of projects. She works closely with senior staff on policy planning initiatives and provides support to all Planscape planners on private client projects, ensuring accuracy, clarity, and alignment with best practices.

Jennifer Thomson, CPT – Planning / GIS Technician

Jennifer has provided computer aided drafting and design (CAD) and GIS support since joining Planscape in 2001. Her work includes mapping support for various Official Plan and Zoning By-law projects as well as for private development clients.

Wanda Roloson - Executive Assistant

Wanda will support all staff throughout the project. She will ensure that project and stakeholder tracking are performed to the highest standards. Wanda has extensive knowledge of software applications and provides key administrative support for document and comment tracking and ensuring all documents produced for clients are AODA compliant and to professional standards.

Our team’s Curriculum Vitae are provided in **Appendix B**.

3.2 Official Plan and Zoning By-Law Experience and References

Planscape has considerable experience assisting municipalities with the preparation of Official Plans and Zoning By-laws. A select list of relevant projects is outlined below, including contact information for our references.

Township of East Garafraxa – Official Plan and Zoning By-law Update

Planscape is the policy planner for the Township of East Garafraxa. As part of this role, we recently prepared a new Official Plan that was adopted by Council June 23, 2026. The Official Plan follows the province's newly approved standardization format for Official Plans in Ontario. The new Plan utilizes the recently approved County of Dufferin Official Plan in combination with updated East Garafraxa specific policies to form a modern, compliant and representative Official Plan. A Zoning By-law or Community Planning Permit By-law for the Township will follow with the next term of Council.

Contact:

Peter Avgoustis, CAO
065371 Dufferin County Road 3, Unit 2
East Garafraxa, ON L9J 7J8
T: 226-259-9400 ext. 201
Email: pavgoustis@eastgarafraxa.ca

Township of Ryerson – New Official Plan and Zoning By-law Update

Planscape was retained by the Township of Ryerson to complete an Official Plan and Zoning By-law Review that will bring the Township's planning framework into conformity with the Provincial Planning Statement, 2024, the Planning Act, and related regulatory requirements. The project is in the final stages, with adoption of the Official Plan and approval of the Zoning By-law targeted for August 2026. Key components of the work include the addition of a new Agricultural designation and supporting policy framework, expanded natural heritage and environmental review policies, updated housing policies including Additional Residential Units and housing diversity, and new policy direction related to wildland fire and climate change. The Zoning By-law has been updated to implement the new Official Plan and current provincial requirements while improving clarity and addressing local development needs, including provisions for Additional Residential Units, shipping containers, hunt camps, and updated definitions.

Comprehensive community engagement has been a priority throughout the Ryerson project to ensure the new planning documents reflect residents' vision for the Township. Engagement has focused on making provincial planning requirements understandable and meaningful to local

residents, Council, and staff, while ensuring that the resulting Official Plan and Zoning By-law are grounded in community priorities and capable of guiding future development in a clear and defensible manner.

Contact:

Nancy Field, Clerk

Email: clerk@ryersontownship.ca

Township of Larder Lake - New Official Plan and Zoning By-law Update

Planscape was retained by the Township of Larder Lake to complete a new Official Plan and Zoning By-law Review that will bring the Township's planning framework into conformity with the Provincial Planning Statement, 2024, the Planning Act, and related regulatory requirements. The new Official Plan will establish the framework for how the Township grows over the coming years, while the updated Zoning By-law will implement the policy direction of the Official Plan and provide clear, practical regulations for future development.

The project is currently midway through, with the Policy Directions Report/Issues Brief and Additional Studies Recommendation and Council Brief completed. Summer consultation regarding potential settlement area expansions will be undertaken shortly in an in-person and digital format. The Statutory Public Meeting/Open House and engagement sessions are scheduled for November following the municipal elections, with adoption of the new Official Plan and approval of the Zoning By-law targeted for early summer 2027.

A key complexity of the Larder Lake project is the influence of active mining operations, which are driving residential growth pressures that are not fully reflected in the Province's population and employment projection methodology. Planscape is working with the Township to address this local growth context in a planning framework that remains policy-compliant while responding to current and anticipated housing and development needs. Extensive engagement and community visioning are central to the project to ensure the new planning documents reflect residents' priorities, local economic conditions, and the community's long-term vision for growth and change.

Contact:

Crystal Labbe, CAO, Clerk-Treasurer

Email: CrystalLabbe@larderlake.ca

3.3 Additional Municipal Planning Project Experience

Our dedicated team has extensive experience crafting tailored planning solutions that cater to the specific needs and goals of local communities and municipalities. We are committed to

ensuring that the Official Plan and Zoning By-law that we develop align with the priorities of the residents, community partners and Council to direct strategic growth and development in the Town of Latchford.

Planscape's proven track record with similar projects also includes the following:

- McMurrich-Monteith (municipal planning services and Official Plan (OP))
- Township of James (OP)
- Town of Parry Sound (OP)
- Township of Larder Lake (OP/Zoning By-law (ZBL))
- Town of Gravenhurst (OP)
- Town of Huntsville (OP)
- Town of Bracebridge (OP)
- Township of The Archipelago (OP)
- Township of Severn (ZBL)
- Township of Algonquin Highlands (OP/ZBL)
- Township of Ryerson (OP/ZBL)
- Township of Brethour (OP/ZBL)
- Township of McMurrich-Monteith (ZBL)
- Municipality of Powassan (municipal planning services, OP)
- Municipality of West Nipissing (OP/ZBL)
- Township of East Garafraxa (OP/ZBL)
- County of Frontenac (CPPS)
- County of Simcoe (CPPS)
- Township of Coleman (OP)



Our Approach

4 Project Approach and Methodology

4.1 Guiding Philosophy

We believe that for a planning framework to be effective over time, it must be clear, concise and unambiguous. For this reason, we will search for ways to streamline and simplify the Official Plan and develop a Zoning By-law that is concise and user-friendly.

We are committed to providing an extensive public engagement program that will ensure “buy-in” and understanding from the stakeholders and residents. Ratepayers will provide critical information through consultation initiatives to ensure that all appropriate groups have been consulted and feedback received.

The following principles will be used to complete the project:

- Public Input:** This is a critical component of project success as resident understanding and buy-in for the new Official Plan and Zoning By-law will reduce negative interactions for staff and residents and will foster a stronger understanding of community goals.
- Accurate Mapping:** Because the Official Plan and Zoning By-law are legal documents, it is important that the mapping contained in them is accurate. Providing mapping in AutoCAD and georeferenced formats will improve accuracy and make the schedules easier to use and maintain. Planscape has experience working with CGIS for many of our municipal clients and will draw on this experience, and our long-standing relationship with CGIS staff, to prepare accurate and usable schedules for both the Official Plan and Zoning By-law.
- Enforceable:** To ensure enforceability of the planning documents, the policies and provisions contained must be permitted as outlined in the Planning Act. Conformity to the Ontario Human Rights Tribunal findings for zoning will be ensured.
- Full Conformity:** In accordance with Section 24 of the Planning Act, the Zoning By-law is required to conform to the Official Plan, and the Official Plan will be updated to ensure provincial policy compliance.
- Early Consultation:** It is believed that engaging the public early in the process allows for the greatest potential of resolving any disputes/issues and thereby reducing the possibility of appeals. This also creates a culture of inclusion and transparency that is important for project success. The project workplan proposes to introduce the project to Latchford residents early and seek feedback on their community vision.
- Clear and Accessible:** It is imperative that the Official Plan and Zoning By-law are clear and understandable to both the staff who implement it, and members of the public. All efforts will be made to use accessible and clear language, illustrative examples, and best formatting practices.

4.2 An Innovative Approach

Planscape has worked with municipal clients through a hybrid delivery model for many years. This experience has helped us understand where online meeting methods create efficiencies and where in-person meetings are essential to project success. We are proposing a hybrid project and consultation approach that makes effective use of technology while also incorporating in-person interactions to support relationship-building between Town staff, residents, and the project team.

We anticipate working with Town staff on the logistical elements, while ensuring that the majority of the effort and time required for these tasks remains with the Planscape team. We understand how to minimize the time required from staff on projects of this nature and will rely on staff where necessary, supported by regular check-ins. Overall, staff will provide oversight rather than being responsible for the detailed workplan.

Planscape is approximately three hours by car to the Town of Latchford and we will undertake several in-person meetings throughout this project. We routinely travel much farther distances to service our northern clients in person as we understand the value of this type of interaction.

5 Project Work Plan

The consultant project team has developed a detailed task-oriented, phased workplan that aligns with the Town of Latchford's project objectives and budget. The project team is flexible and responsive to changing needs and circumstances should they arise during the project. Our approach is structured to ensure clarity, accountability, and flexibility while meeting all legislative requirements under the Planning Act and the Provincial Planning Statement, 2024.

The workplan is organized into the following phases:

1. Data Collection and Background Review
2. Summary Report and First Draft / 2B. Additional Studies
3. Draft Documents
4. Adoption of the Final Plan and Zoning By-law
5. Submission of the Official Plan Record
6. Post-Approval Support

5.1 Detailed Work Program

Stable and continuous project management will be offered by the Project Manager with project status updates and communication with Town staff being a fundamental duty of the consulting team.

Table 1 describes the detailed tasks by Phase (as described in the RFP). Please see **Appendix A** for a full compilation of the project schedule by task and Phase with the associated fee structure and costs. Please note that the Official Plan and Zoning By-law work will be conducted concurrently where possible to meet the project deadline and all statutory consultation requirements. Emphasis during the consultation events will be placed on educating participants on the role of the OP versus the Zoning By-law and seeking feedback on the key changes suggested in the Drafts.

Table 1: Detailed Project Work Program

Task	Task Description	Work Plan Description of Task
Phase 1: Data Collection and Background Review		
1.1	Project Start-Up Meeting with Town Staff (virtual)	An initial start-up meeting will be held virtually with Town staff to: • Confirm project work plan, deliverables and timeline; • Confirm the range and availability of background data; • Discuss specific issues to be addressed through the OP and Zoning By-law; • Review the mapping approach and requirements; • Identify stakeholders and local interest groups (associations, agencies, etc.); • Discuss the creation and management of a project web page on the Town of Latchford website; • Discuss the creation and maintenance of a database of local interest groups, individuals and businesses to be engaged in the project.
1.2	Stakeholder Database	In collaboration and cooperation with Town staff, a stakeholder database and communication protocol will be

Task	Task Description	Work Plan Description of Task
		developed to identify stakeholders and community partners, including Indigenous Rightsholders, at the outset of the project to be notified of the project. This database will be managed throughout the project to add interested parties and be used to provide project updates and notices as the project proceeds. Please note that the budget assigns 1 hour per project month to (in part) manage and utilize this database.
1.3	Consultation with Ministry of Municipal Affairs and Housing (MMAH) and other Provincial Ministries	Early consultation with the Ministry of Municipal Affairs and Housing (MMAH) and other provincial ministries will occur immediately following the start-up meeting. The purpose is to confirm provincial interests, approval expectations, and information needs before public engagement begins. Meeting minutes and notes will be shared and recorded for the project record.
1.4	Prepare Draft Stakeholder Engagement Plan and Indigenous Engagement Strategy	Using the information obtained in Task 1.1, a Draft Community and Stakeholder Engagement Plan & Indigenous Engagement Strategy will be created by the consultant team. The Stakeholder Engagement Plan will include: • finalizing dates for formal consultation touchpoints; • a review of notice deadlines and processes; • details of the key stakeholder list and management of that list; and • a general description of how engagement will be equitably distributed throughout the settlement areas as well as the rural areas. The Indigenous Engagement Strategy will include: • Identification of the key Nation(s) to be engaged; • Collaborative engagement plan that identifies goals, main contact point and tracking; and

Task	Task Description	Work Plan Description of Task
		Ways to conduct meaningful engagement and maintain open communication with Indigenous groups using local best practices. After staff review and agree with the direction of the engagement plan, we will implement the strategy. This report should be posted to the project website.
1.5	Notification of Commencement of the Project	Planscape will draft notification letters for the Town to provide to prescribed public bodies as well as Indigenous partners. The pre-consultation with MMAH should generate a list of First Nations that are required to be contacted as well as what is documented in Task 1.4. The drafted content will require Town support to put on Town letterhead and send out.
1.6	Document Review and Analysis of Planning Documents	The following documents will be reviewed in the context of the Official Plan and Zoning By-law document development (including but not limited to): Municipal Documents: - The current Town of Latchford Official Plan (1981): - All approved amendments - Official Plan Schedules - Specific policies - The Town of Latchford Asset Management Plan (2026) Provincial Legislation, Data and Policy Documents: - The Planning Act, - Provincial Planning Statement (2024), - Accessibility for Ontarians with Disabilities Act (AODA), - Clean Water Act (Source Water Protection Plans), - Building Code Act - Municipal Act - Ontario Heritage Act

Task	Task Description	Work Plan Description of Task
		- Guidelines on Permitted Uses in Ontario's Prime Agricultural Areas (OMAFA) - Ministry of Finance Population (Ontario Population Projections) Review of the above documents will allow the consultant team to reflect changing local conditions, account for interests of the local community, and position the Town to be open for new development in an appropriate manner. As Planscape has experience writing Official Plans and Zoning By-laws, we will also complete a best practice review of similar sized / characterized communities to ensure all available best practices are considered.
1.7	Mapping Information Gathering and Desktop Survey of Area	Appropriate GIS and mapping data layers will be downloaded from Provincial and local data sets and a thorough review will be undertaken to provide the project team with information needed to create accurate and user-friendly Official Plan and Zoning By-law Schedules that will integrate into your CGIS system.
1.8	Project Kick-Off Presentation to Council (Virtual)	It is our experience that building a relationship regarding the project and consultant team with Council at the onset of a project is a valuable task to increase comfort levels and give Council advance notice before any constituent questions. This virtual presentation will inform Council of the project, workplan, schedule and consultation touchpoints where they can provide input throughout the process.
1.9	Provide Project Webpage/Portal/Site Information for Populating	In collaboration with Municipal staff, the agreed upon project webpage will be updated with a project description, project schedule, ways for stakeholders to engage in the process and a sign-up portal to be added to the project contact list. This portal/webpage will be a central information hub for all project information to act as a repository for documentation, an area to educate and advertise next steps, and a continual mechanism for team

Task	Task Description	Work Plan Description of Task
		contact with the public. We will rely on municipal staff to upload and update the page, with the consultant team providing content support.
Deliverables: - Stakeholder Engagement Plan & First Nations Engagement Strategy - Project Kick-Off Presentation to Council - Project webpage content		
Phase 2A&B: Summary Report and First Draft		
2.1	Draft Policy Directions Report	The Policy Directions Report will synthesize findings from Phase 1 Background Review and include the following content: - Existing and forecasted population and employment trends. - Confirmation of the extent, location, and capacity of all existing services/infrastructure in the Town, including roads (both public and private), recreation services, waste disposal, sewer and water infrastructure, etc. - Assessment of all provincial interests in the Town, including the location and extent of any physical features. - An assessment of development constraints in the Town. - Strategies/policies for addressing development pressures in the rural areas of the Town. - An inventory of existing land uses. - An inventory and review of vacant land, including an assessment of the availability of the vacant land to accommodate expected growth. - An evaluation of vacant land surrounding the Towns for potential future expansion, including a review of servicing considerations. - An assessment of the ability of the natural environment to support development, a review

Task	Task Description	Work Plan Description of Task
		of the provincially identified natural heritage features and functions to identify a Natural Heritage System as per the PPS 2024, a discussion regarding lake capacity, and other environmental considerations. A review of the Agricultural lands and assets in the Town to determine if an Agricultural Designation is required as per the system approach of the PPS.
2.2	Staff Review of Policy Directions Report and Additional Studies Discussions (2B.)	A meeting will be held with staff virtually to review the drafted Policy Directions Report and receive feedback. The issue of Additional Studies will be discussed in the context of the Policy Directions Report to provide the Planscape Team with direction regarding a recommendation to Council.
2.3	Additional Study Recommendation, Council Brief and Meeting	A Council update and memo will be prepared advising Council of the staff and consultant team recommendation for additional studies. This memo will include estimates for the work and timing estimates of completion as well as the impact to the original project timeline. The memo will be presented to Council virtually seeking direction on the additional study recommendation. Please note that no project budget has been assigned to this item. Should the recommendation be that additional studies are required, the provided estimates would serve as the budget requirement for that aspect of the project. Council may choose to have the study completed immediately or they can defer the study to another budget year.
2.4	Final Policy Directions Report	Using any feedback received from Task 2.3, the Policy Direction Report will be finalized.

Task	Task Description	Work Plan Description of Task
2.5	Update to Project Web page	Planscape will draft content to update the project web page that summarizes the Policy Directions Report and advises residents of project next steps.
Deliverables: • Policy Directions Report • Council Memo regarding additional study recommendations		
Phase 3: Draft Documents		
3.1	Statutory Notification	Planscape will prepare the required Notification, with Town staff mailing / circulating the notice as per the requirements of the Planning Act.
3.2	Special Meeting of Council (Section 26), Open House and Area Tour (In Person)	The purpose of this meeting under Section 26 of the Planning Act is to inform the public and agencies of the new Official Plan and Zoning By-law project and to present a draft of the policies being contemplated for the New Official Plan. This meeting will also serve to seek feedback on some “visioning” items from the community and educate attendees on the purpose of an Official Plan versus a Zoning By-law. It is anticipated that significant effort will be put into ensuring residents are well informed of the planning regime in Ontario, what an OP does and what a Zoning By-law does. Essential to this education is to discuss what these tools mean for residents and their future development plans. This meeting will be held in person with an open-house element, a formal presentation and a question-and-answer period so that all interested parties can become informed of the process, understand the policy directions from the background work, and provide any input they feel the project team should carry forward with them. A Town tour will be undertaken to visit areas of interest or concern on staff’s advice.

Task	Task Description	Work Plan Description of Task
3.3	Draft Official Plan	The Official Plan will be drafted utilizing the feedback received from Task 3.1 regarding the policy directions and drafted policies prepared for the public meeting, as well as direction provided on formatting and style recommendations from staff. Policies will be updated as per recent legislative changes and the findings in the Background Directions Report.
3.4	Draft Official Plan Schedules	Within the context of the CGIS system, that we are very familiar working with, updated OP schedules will be prepared.
3.5	Staff Review of Drafts	Staff will review the Draft Official Plan document and Schedules with the consultant team to ensure clarity, accuracy and consistency.
3.6	Update Draft OP and Schedules	The consultant team will incorporate feedback from Task 3.4 into a revised and updated Draft OP and schedules that will be ready for public review and comment.
3.7	Submission of Draft OP to MMAH for Comment	This is a 90-day legislated commenting period where MMAH and their partner Ministries have the opportunity to provide comments on the drafted Official Plan.
3.8	Draft Zoning By-law and Schedules	Taking advantage of the 90-day commenting period on the Official Plan, Planscape will draft the first version of the comprehensive Zoning By-law and Schedules.
3.9	Staff Review of Drafted Zoning By-law and Schedules	The drafted document and schedules will be provided to staff for detailed review and comments. A virtual meeting will be held to review the comments and suggestions.
3.10	Notice of Statutory Open House	A notice will be prepared for staff to circulate to the stakeholder database and prescribed public bodies for the upcoming meeting and project next steps.
3.11	Incorporation of MMAH Comments into OP	Allowing an additional 4 weeks of buffer timing to receive the comment from MMAH on the draft OP, Planscape will incorporate the policy changes and suggestions from MMAH. These changes will be documented and provided to Council as an information item.

Task	Task Description	Work Plan Description of Task
3.12	Engagement Event (In-Person)	An engagement event will be held to present the current version of the Official Plan and the drafted Zoning By-law. A one-day event is a successful way to ensure that all interested groups, staff, Council and the public have access to in-person time with project team members. Typically, engagement meetings are held throughout the day with an open house held in the evening to ensure fulsome access to engagement. First Nations partners are invited to an engagement session of their choice. The format for the engagement sessions will be confirmed with staff based on local best practices. Presentations, display boards and other engagement material will be prepared and provided in hard copy at the meetings with electronic versions being provided to staff to update the project website. The budget reflects an overnight stay for the project team, so flexibility is available for a staff debrief meeting the following day should that be deemed helpful.
3.13	Consultation Record	A compiled record of comments heard and how those comments were considered in revisions to the Draft OP and Schedules will be prepared. An additional tracking table for comments related to the Zoning By-law will be created.
3.14	Adoption Version of OP	An adoption version of the OP and Schedules will be created to incorporate the suggestions heard during the public open houses and meetings. This document will be what is presented at the Statutory Public meeting.
3.15	Draft Final Zoning By-law and Schedules	The final Zoning By-law and Schedules will be prepared utilizing the feedback received at the Engagement Event. Planscape will prepare a by-law to repeal the existing zoning by-law for staff use and include transition clauses in the New By-law that address any conformity issues with the existing Official Plan.

Task	Task Description	Work Plan Description of Task
Deliverables: • Notice • Engagement Materials including presentations • MMAH Comment Tracking Table • Draft and Final OP and Schedules • Draft and Final Zoning By-law and schedules • Consultation Records (OP and Zoning By-law)		
Phase 4: Adoption of the Final Plan and Zoning By-law		
4.1	Notice of Statutory Public Meeting	Planscape will prepare a notice for Town staff to circulate the Notice of Public meeting as per the requirements of the Planning Act.
4.2	Update of Project Web Page	Draft final versions of the documents will be posted to the project web page along with the advertisement for the Statutory Public meeting. This post will clearly outline the final steps of the project.
4.3	Statutory Public Meeting for Official Plan and Zoning By-law (in person)	A Statutory Public Meeting will be held for the adoption of the Final Official Plan and consideration of the Zoning By-law to meet the requirements of the Official Plan, once it has been approved by the Province. The schedule has been constructed to allow a joint final meeting. Should MMAH not meet their 90-day commenting window, a decision regarding holding off on the adoption of the OP and/or Zoning By-law can be made by staff and Council.
4.4	Final Adoption version of Official Plan and Final Comprehensive Zoning By-law	Should any feedback received from the Statutory Public Meeting require changes to the Official Plan or Zoning By-law following the Statutory Public Meeting, this task will complete those changes and create the version of the Official Plan that will be submitted to MMAH for approval.

Task	Task Description	Work Plan Description of Task
4.5	Council Presentation (OP Adoption and Zoning By-law Approval) (virtual)	A virtual presentation to Council summarizing the project and presenting the final versions of the documents will be completed.
Deliverables: • Notice • Statutory Public Meeting Materials • Adoption Version of Official Plan • Approval version of the Comprehensive Zoning By-law		
Phase 5: Submission of Official Plan Record		
5.1	Clerk Support	The Consultant team will provide support to the Clerk in compiling the required information to submit the record to MMAH for approval by the Minister.
Phase 6: Post-Approval Support		
6.1	Consolidated Official Plan	The consultant team will provide the Town with a consolidated version of the Official Plan with all Minister modifications incorporated.
6.2	Zoning By-law Amendment Guidance	The consultant team will provide guidance to the Town regarding changes to the Zoning By-law that may result from the Minister's modifications.
Project Management and Staff Availability		
	A project status update will be provided at key intervals throughout the project (typically, this is monthly). The status update will serve as a snapshot of project progress and identify if the schedule and budget are on track as well as list the work completed to date, current issues and next steps. The project team will be available consistently throughout the project for constant communication and will respond within 24 hours to all staff communications. A Project Management budget of 1 hour per month has been included to ensure project deadlines are met and so that consistent staff and Planner communication is accounted for in the workplan.	



Engaging Latchford

6 Public Engagement Program

Public engagement is key to the successful completion of this project. Early, often, transparent, diverse and accessible engagement will be used to promote input and foster consensus with various stakeholder groups, Council, the public, Town departmental staff and government agencies, the private sector, and non-governmental organizations (i.e., all stakeholders).

Debbie Vandenakker has spent much of her planning career specializing in public consultation and facilitation of contentious issues and projects. She is well versed and adept at meeting and exceeding the needs of clients and stakeholders for outcomes that are consensus based,

ethical, transparent and well understood by residents. Debbie is supported by a team of planning professionals committed to ensuring stakeholders feel seen, heard and respected.

Please note that constant email and telephone communication will occur with staff throughout the project. Should issues arise that require additional public meetings, a separate/additional budget will be required.

7 Value Added Project Options

Our project team has professional specialties allowing us to offer additional value-added elements for the Town to consider. Our proposed budget has left approximately \$30,000 for additional technical studies and/or value added projects for Council's consideration.

7.1 Zoning By-law Guide

A useful tool for staff, residents and Council is a user-guide to the Zoning By-law. The Guide would outline the purpose of the Zoning By-law and provide step-by-step instructions for using and applying it. This is incredibly useful for residents and new Councils that may not be familiar with applying a Zoning By-law. This Guide is a resource that staff can refer residents to when zoning inquiries arise. It will ultimately save staff time and increase resident knowledge.

Should staff and Council wish for a Guide to be created for the updated Zoning By-law, the estimated budget range is \$4,000 and can be provided within 8 weeks of the approval of the updated Zoning By-law. The majority of the time required will be to allow staff review of the Guide to ensure it meets all needs. The final product would be a linked / navigable Guide that is fully AODA accessible in a professionally designed layout.

7.2 Zoning By-law 101 Workshop

Should Council wish, a "How To" workshop on the new OP and Zoning By-law can be undertaken for Council members and the public. This in-person session would present the hierarchy of Planning in Ontario, the implementation guide for the Zoning By-law, demonstrating how to interpret and apply the new By-law, including any new mapping, land use zones, and performance standards. The workshop would also provide guidance on emerging themes and issues addressed in the By-law and clarify the integration of new policy initiatives under the Planning Act, the Provincial Planning Statement 2024, and the Town's Official Plan.

This service can be provided on this project for an additional \$3,000 should staff and Council feel it is a valuable tool for engaging and informing residents.



Deliverables and Budget

8 Project Deliverables

A key goal of the final documents is that they are user-friendly, accessible and simply illustrated for clarity. Land Use Planning documents can be very difficult to read, understand and apply but when they are simplified, laid out in clear tables, navigable between sections and written in plain language, they are much more easily used. Specifically, the following will be delivered as part of this project:

- One (1) electronic PDF version of all drafts and final reports;
- one (1) electronic MS Word version of all drafts and final reports;

- one (1) electronic copy in PDF, JPED, or TIFF of all plans, illustrations and/or drawings produced during the review;
- one (1) electronic copy of all plans, illustrations and/or drawings in an appropriate GIS format;
- one (1) electronic PDF version of all schedules to the Official Plan;
- one (1) electronic copy and hard copies of all documents for each public consultation session – number to be determined, of public notice, meeting presentation, handouts, comments and sign-in sheets, etc.; and
- all data created by the Proponent will become the property of the Municipality.

9 Budget

9.1 Budget breakdown and hourly rates

The total cost of the project is **\$76,193, inclusive of HST** or \$67,428, exclusive of HST. The total is broken down in the following table, Table 3. This is intended as a guideline of the expected distribution of the workload during the project period. As the project develops, adjustments may be made to the internal division of work, although the total project costs will not be exceeded.

Table 3: Major Element Cost Breakdown

Cost Element	Totals
Professional Fees	\$64,328.00
Disbursements	\$ 3,100.00
Total Fees	\$67,428.00
HST	\$ 8,766.00
Total Project Cost - Including HST	\$76,193.00

Appendix A provides a comprehensive overview of the project schedule and budget.

9.2 Professional Fees

The following per diem rates have been used in the preparation of the cost estimate.

Table 4: Professional Fees Hourly Rates

Consultant	Hourly Rate
Project Manager	\$175
Planner	\$125
GIS / Mapping	\$90
Administration	\$60

This fee schedule will also apply to any additional work requested by Council that is beyond the scope of this proposal, including any additional meetings.

9.3 Disbursements

Disbursements include phone, fax, courier, travel and miscellaneous expenses incurred throughout the program. Also included are the preparation of reports, documents, maps and other visual display material listed in the Terms of Reference.

Not included in disbursements are fees related to meeting halls or mailings and advertising costs, and copies of materials for public meetings or open houses. It is understood that these will be provided by the Town of Latchford.

9.4 Method of Payment

Planscape will be responsible for invoicing. Invoicing will be made upon completion of each stage, as provided for in the Request for Proposal. Payment arrangements may be refined with the Town of Latchford, upon further discussion, and outlined in our contractual agreement with the Town.

10 Conflict of Interest

Planscape Inc. confirms that we have no known or anticipated conflicts of interest related to this project. We have no existing relationships, financial interests, or affiliations that would impair our objectivity or impartiality in undertaking the Official Plan Review and Zoning By-law update for the Town of Latchford. We are committed to maintaining transparency and integrity throughout the duration of this project.

11 Appeals of the Official Plan and Updated Zoning By-Law

The project team will provide representation of the approved Official Plan and/or Zoning By-law at any Ontario Land Tribunal (OLT) hearings as required. This is not included in the project cost and will be subject to separate contractual arrangement at a later date, if required.

12 Insurance and W.S.I.B

Planscape carries the minimum insurance coverages as provided in the Request for Proposal and will file letters and all necessary certificates from our insurance company(ies) upon award of the project, as per the Town's requirements.

Planscape is registered with the Workplace Safety and Insurance Board (W.S.I.B) and our account is in good standing. PLANSCAPE will provide a W.S.I.B Clearance Certificate following project award and before commencing work on the project.

13 Other Confirmations

We acknowledge receipt of the Request for Proposal No. 2026-03 and Addendum No. 1 to RFP No. 2026-30. We have thoroughly reviewed that same and prepared this proposal to reflect the RFP requirements.

Planscape confirms that our staff / project team members have received training to comply with the Accessibility of Ontarians with Disabilities Act.

14 Conclusion

We would be pleased to meet for an interview at your convenience and to discuss the possibility of working with you on this Official Plan review and Zoning By-law update. Should you require additional information, please contact us.

Respectfully submitted,

PLANSCAPE INC.



Stefan Sczcerbak, MCIP, RPP
Principal Planner, Signing Authority



Debbie Vandenakker, MCIP, RPP, PMP
Manager of Planning

Comprehensive Schedule and Budget Table

APPENDIX A - PROPOSED BUDGET AND SCHEDULE BY TASK																															
Phase	Task	Description	2026						2027						2028				Project Manager	Planner	Admin	GIS / Mapping	Cost/Task								
			Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct						Nov	Dec	Jan	Feb	Mar	Apr		
1	Phase 1: Data Collection and Background Review																														
		Project Award	*																												
	1.1	Project Start-Up Meeting with Township Staff (virtual)		M																						2	4			\$ 850	
	1.2	Stakeholder Database																						2	12		\$ 970				
	1.3	Consultation with MMAH and other provincial ministries																							2	2			\$ 600		
	1.4	Draft Stakeholder Engagement Plan and First Nations Engagement Strategy				D																			1	6	2		\$ 1,045		
	1.5	Notification of Commencement of the Project																								1	1		\$ 185		
	1.6	Document Review and Analysis of Planning Documents																							2	8	4		\$ 1,590		
	1.7	Mapping Information and Gathering of Desktop Survey of Area																										8	\$ 720		
	1.8	Project Kick-Off Presentation to Council (virtual)					M																		2	4	2		\$ 970		
	1.9	Information to Populate Project Web Page					D																				2	2		\$ 370	
			Phase 1 Total Hours																									9	29	23	8
		Phase 1 Total Cost (\$)																									\$ 1,575	\$ 3,625	\$ 1,380	\$ 720	\$ 7,300
2 A & B	Phase 2A and B: Summary Report and First Draft																														
	2.1	Draft Policy Directions Report																							4	16	8		\$ 3,180		
	2.2	Staff Review of Draft Policy Directions Report																							2	4			\$ 850		
	2.3	Additional Study Recommendation, Council Brief and Meeting																							1	2	2		\$ 545		
	2.4	Final Policy Directions Report																							1	2	2		\$ 545		
	2.5	Update to Project Web Page																								1	2		\$ 245		
		Phase 2A & B Total hours																									8	25	14	0	
		Phase 2A & B Total Cost (\$)																									\$ 1,400	\$ 3,125	\$ 840	\$ -	\$ 5,365
3	Phase 3: Draft Documents																														
	3.1	Statutory Notification																							0.5	1	2		\$ 333		
	3.2	Special Meeting of Council, Open House and Area Tour (in person)										M													10	16	4	2	\$ 4,170		
	3.3	Draft Official Plan																							8	24	16		\$ 5,360		
	3.4	Draft Official Plan Schedules																							4			40	\$ 4,300		
	3.5	Staff Review of Drafts											M												4	4			\$ 1,200		
	3.6	Update Draft OP and Schedules																							2	4	4	8	\$ 1,810		
	3.7	Submission of Draft OP to MMAH for Comment																								1			\$ 125		
	3.8	Draft Zoning By-law and Schedules																							8	32	8	40	\$ 9,480		
	3.9	Staff Review of Drafted Zoning By-law and Schedules																							4	4			\$ 1,200		
	3.10	Notice of Statutory Open House																								2	2		\$ 370		
	3.11	Incorporation of MMAH Comments into OP																							1	4	4		\$ 915		
	3.12	Engagement Event (in person)																							16	24	8	4	\$ 6,640		
	3.13	Consultation Record																							1	6	4		\$ 1,165		
	3.14	Adoption Version of OP																							1	4	4		\$ 915		
	3.15	Draft Final Zoning By-law and Schedules																							2	4	4	4	\$ 1,450		
			Phase 3 Total hours																									62	130	60	98
		Phase 3 Total Cost (\$)																									\$10,763	\$16,250	\$ 3,600	\$ 8,820	\$ 39,433
4	Phase 4: Adoption of the Final Plan and Zoning By-law																														
	4.1	Notice of Statutory Public Meeting																								2	2		\$ 370		
	4.2	Update of Project Web Page																								1	2		\$ 245		
	4.3	Statutory Public Meeting for Official Plan and Zoning By-law (in person)																							10	16	4	4	\$ 4,350		
	4.4	Final Adoption version of Official Plan and Final Comprehensive Zoning By-law																							2	4	4	4	\$ 1,450		
	4.5	Council Presentation (OP Adoption and Zoning By-law Approval)																							4	4	2		\$ 1,320		
		Phase 4 Total hours																									16	27	14	8	
		Phase 4 Total Cost (\$)																									\$ 2,800	\$ 3,375	\$ 840	\$ 720	\$ 7,735
5	Phase 5: Submission of Official Plan Record																														
	5.1	Clerk Support for Official Plan record for MMAH																						*		4	4		\$ 740		
			Phase 5 Total hours																									0	4	4	0
		Phase 5 Total Cost (\$)																									\$ -	\$ 500	\$ 240	\$ -	\$ 740
6	Phase 6: Post-Approval Support																														
	6.1	Consolidated Official Plan																									1	4	4		\$ 915
	6.2	Zoning By-law Amendment Guidance																									1	4	4		\$ 915
			Phase 6 Total hours																									2	8	8	0
		Phase 6 Total Cost (\$)																									\$ 350	\$ 1,000	\$ 480	\$ -	\$ 1,830
Project Management																															
Project Management time assigned to ensure deadlines and budget are met and to account for consistent staff and Planner communication (1/2 per month)																								11				\$ 1,925			
																								11							
																								\$ 1,925	\$ -	\$ -	\$ -	\$ 1,925			
Disbursements																															
Mileage for in-person meetings:		Three in-person trips - 600 km / trip @ \$0.60 / km + Tour Mileage of 100 km																												\$ 1,900	
Overnight Accommodations:		One overnight stay for two consultant staff @ \$250 / room / night plus \$50 / day food per diem																												\$ 700	
Public Information Meeting presentation boards:		Printing costs																												\$ 500	
																														\$ 3,100	
Notes:																								Professional Services Subtotal:				\$ 67,428			
M = Internal Meeting D = Deliverable																								HST:				\$ 8,766			
																								Total:				\$ 76,193			

Corporate Profile and Curriculum Vitae

PLANSCAPE INC.

104 Kimberley Ave.
Bracebridge ON
P1L 1Z8

Building Community Through Planning

Our Philosophy

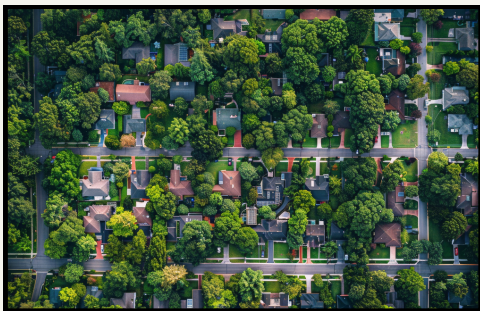
Planscape's philosophy is to deliver personalized, high-quality planning services that protect our clients' interests and uphold the highest standards of professional practice.

Who We Are

Planscape Inc. is an award-winning consulting firm specializing in community and land use planning for municipalities and organizations across Ontario. For over 30 years, we have supported local governments, provincial agencies, Indigenous communities, ratepayer groups, and private clients with practical, forward-thinking, and policy-aligned planning solutions.



Specialties



We specialize in municipal, rural, agricultural and recreational land use planning services:

Municipal Planning

- Official Plans & Zoning By-laws
- Planning Services
- Development Application Processing
- Community Planning Permit Systems (CPPS)
- Community Improvement Plans (CIP)

Agricultural Planning

- Agricultural Impact Assessments & Peer Review
- Land Evaluation & Area Review (LEAR) Studies
- Agricultural Policy

Technical & Project Support

- GIS Mapping & CAD Drawing
- Public Engagement & Facilitation
- Project Management
- OLT expert witness services

Recreational, Waterfront & Tourism Planning

- Waterfront Development & Shoreline Planning
- Resort & Tourism Planning
- Recreation Master Plans

SELECT EXPERIENCE

Official Plans

- Township of Larder Lake - 2026
- North Almaguin Planning Board - 2026
- Township of Ryerson - 2026
- Municipality of West Nipissing - 2026
- Township of East Garafraxa - 2026
- Township of Melancthon - 2026
- The Municipality of Powassan - 2025
- Township of McMurrich/Monteith - 2025
- Township of Coleman - 2025
- Municipality of West Nipissing - 2025
- Township of James - 2024
- Township of Algonquin Highlands - 2019
- Township of Archipelago - 2018
- Town of Niagara-on-the-Lake - 2017
- Prince Edward County - 2017
- Town of Gravenhurst - 2016
- Town of Lincoln - 2015
- City of Temiskaming Shores - 2015
- Municipality of East Ferris - 2015
- Town of Parry Sound - 2014
- Township of Brethour - 2010
- Township of Bradford West Gwillimbury - 2009
- City of Elliot Lake - 2008
- Township of Minden Hills - 2007
- Township of Huntsville - 2006
- Township of Bracebridge - 2005

CPPS & CPP By-laws

- County of Simcoe - 2026
- County of Frontenac - 2026
- City of Markham - 2023
- Town of Innisfil - 2016

Strategic Plans

- County of Grey - 2017
- Township of Melancthon - 2017

Master Plans

- Township of Ramara - 2025

Cultural Heritage Mapping / Strategy

- Town of Kapuskasing - 2013
- Township of Algonquin Highlands - 2013
- Town of Amherstburg - 2011

Zoning By-laws

- Township of Melancthon - 2026
- Township of East Garafraxa - 2026
- Township of Ryerson - 2025
- Municipality of West Nipissing - 2026
- Township of Algonquin Highlands - 2022
- Township of Parry Sound - 2017
- Township of McMurrich-Monteith - 2016
- City of Temiskaming Shores - 2015
- Municipality of West Nipissing - 2014
- Township of Brethour - 2011
- Township of Severn - 2010
- Town of Huntsville - 2008

Municipal Planning Services

- Township of Armour - 2026
- Temiskaming Municipal Services - 2026
- Township of McKellar - 2026
- Township of North Shore - 2026
- Township of West Nipissing - 2026
- Township of Perry - 2026
- Township of Archipelago - 2026
- Central Temiskaming Planning Board - 2025
- Township of James - 2024
- Township of Larder Lake - 2024
- Township of Algonquin Highlands - 2023
- Township of Ryerson - 2023
- Township of Severn - 2022
- Township of East Ferris - 2018
- City of Elliott Lake - 2014
- Township of Bradford West Gwillimbury - 2009
- Township of Springwater - 2008
- Township of Minden Hills - 2008

CIPs

- Norfolk County - 2015
- Town of Gravenhurst - 2013
- City of Elliott Lake - 2008

Economic Development Strategy

- Region of Halton - 2015

Community Lake Plans

- Cognashene Cottagers' Association - 2008
- Eagle Lake Conservation Association - 2007
- Kahshe Lake Ratepayers' Association and Housey Rapids Lake Residents - 2003

SELECT EXPERIENCE

Agricultural Experience

Agricultural Study / Strategy

- Region of Halton - Rural Agricultural Strategy - 2016
- Regional Agri-Food Strategies for the Greater Golden Horseshoe (OMAFRA) - 2015
- Region of Halton - Rural Agricultural Strategy Background Report - 2015
- Region of Niagara - Agri-Food Strategy - 2015
- Region of Halton - Sustainable Halton Report - Agricultural Countryside Strategy - 2009
- City of Kawartha Lakes - Rural Economic Development Strategy - 2008
- City of Hamilton - Agricultural Profile 2008, an Update to the Economic Impact & Development Study
- City of Hamilton - Agricultural Action Plan, Economic Viability for the Long Term - 2007
- Region of Niagara - Growing the Industry: Farm Economic Viability for the Long Term - 2006
- City of Kawartha Lakes and the Greater Peterborough Area, Agricultural Economic Impact and Development Study - 2006
- Greater Toronto Area Agricultural Impact Study - 2003
- Region of Niagara - Regional Agricultural Economic Impact Study - 2003
- City of Hamilton - Agricultural Economic Impact & Development Study - 2003
- Northumberland County - Hastings County, Belleville, and Quinte West Economics of Agriculture Study - 2001
- Prince Edward County Economics of Agriculture Study - 2001

Agricultural Impact Assessments (AIA)

- Stouffville Glass / Biglieri Group - 2026
- Peterborough Federation of Agriculture - 2023
- Region of Peel - AIA and Aggregate - 2021
- Ontario Fruit & Vegetable Growers' Association - 2011
- Town of Markham - 2009
- Holland Marsh Growers' Association - 2009
- Region of Halton - 2007

Agricultural Action Plans

- Greater Toronto Area - Golden Horseshoe Agriculture & Agri-Food Strategy Food & Farming: An Action Plan - 2021
- County of Grey - Local Food Strategic Action Plan - 2017
- Region of Durham - Agriculture Strategy - 2016
- City of Kawartha Lakes - Agricultural Strategic Action Plan - 2010

Peer Reviews

- Haldimand County - 2025
- City of London - 2025
- Town of Whitby - Roster - 2025
- Region of Peel - 2024
- Norfolk County - 2024
- County of Wellington - 2022
- Private Client - 2022
- City of Vaughn - Roster - 2022
- City of Welland - 2019
- Region of Peel - 2019
- Private Client - 2018
- Township of King - 2012

Reports and Discussion Papers

- Ontario Farmers' Market - Economic Impact of Farmers' Markets in Ontario - 2011
- Region of Niagara - Review of Land Use Policy and Implementation Measures - 2009
- Ontario Grain and Oilseed Safety New Committee - Value Chain Study - 2009
- Conservation Halton - Agricultural Profile & Water Impact - 2009
- The Ontario Greenhouse Association - An Economic Impact Study - 2006/2009
- Agricultural Task Force - Securing a Legacy for Niagara's Agricultural Land - 2004
- The Ontario Greenhouse Alliance - Smart Growth Issues Paper - 2003

Land Evaluation Area Review (LEAR)

- Counties of Leeds and Grenville - 2024
- County of Wellington - 2023
- Region of York - 2019
- Cities of Vaughn and Markham - 2022
- Region of Halton - 2008

DEBBIE VANDENAKKER

MCIP, RPP, PMP

SENIOR PLANNER

Planscape Inc.

705.645.1556 ext. 108

104 Kimberley Ave., Bracebridge

dvandenakker@planscape.ca

www.planscape.ca



PROFESSIONAL AFFILIATIONS

- Registered Professional Planner (RPP)
- Canadian Institute of Planners (MCIP)
- Ontario Professional Planners Institute (OPPI)
- Project Management Professional (PMP)

Debbie Vandenakker joined Planscape Inc. in 2022 with 18 years of professional experience in various land use planning and project management roles. Debbie is our primary project Planner and manages our multi-disciplinary projects for public clients. Effective engagement, facilitation and efficient project management are fundamental elements of delivering projects that exceed client expectations and within the provided budget and schedule.

EDUCATION

- Project Management Professional Course** 2012
University of Toronto
- Bachelor of Environmental Studies** 2001
Environmental Assessment Certificate
Business & Environmental Law Option
University of Waterloo

PROFESSIONAL EXPERIENCE

- Senior Planner** 2022-Present
Planscape Inc.
- Planner** 2019-2022
Township of Brock
- Member Services Manager** 2017-2019
Brock Board of Trade
- Watershed Planner** 2011-2014
Central Lake Ontario Conservation Authority
- Project Manager** 2008-2011
McKenzie Trade Development Corporation
- Constructive Engagement Coordinator / Facilitator** 2004-2008
Ogilvie, Ogilvie & Company
- Environmental and Transportation Planner** 2003-2004
2007-2008
Totten Sims Hubicki and Associates (TSH)

SELECTED EXPERIENCE

Public Sector:

Ms. Vandenakker has spent the majority of her professional career serving public sector clients. From working through large transportation infrastructure projects, provincial budgeting exercises, Environmental Management Plans, Environmental Assessments and policy Planning, Debbie's work reflects a commitment to enhancing the public interest. Her public experience includes working with many provincial legislations and regulations, including the Oak Ridges Moraine Conservation Plan, the Planning Act, the Municipal Act and the various implementing regulations.

Public Sector (cont.):

Ms. Vandenakker has co-written four major Watershed Plans and several Official Plans, Community Planning Permit By-laws, Zoning By-laws and Agricultural policy studies, including Agricultural Impact Assessments (AIAs) and Land Evaluation Area Review (LEAR) studies. In addition to public project work, Debbie is the lead Planner for several municipalities, delivering their planning services programs.

Informing and educating residents, Councils and all interested parties is a focus of Ms. Vandenakker’s work. Communicating complex ideas, solutions and legislative requirements to the public through verbal and visual means is a specialty that allows Debbie to deliver collaborative, consensus driven project solutions.

Private Sector:

Ms. Vandenakker provides private client development services for individuals and corporations needing land use planning approvals. This work is supported by her experience as a municipal Planner and project manager to support clients through the various levels of approvals and presentations to Councils and staff. Debbie has experience as an expert planning witness with the Ontario Land Tribunal.



PLANScape

AREA OF EXPERTISE

- Project Management
- Public Consultation and Engagement
- Policy Development
- Multi-Disciplinary Team Management
- Policy Education
- Facilitation
- Relationship Development

LIST OF MANAGED PROJECTS

Planning Services:

- Township of Armour
- Township of McKellar
- Municipality of West Nipissing
- TMSA Planning Services Support

Official Plans and Zoning By-laws:

● Municipality of West Nipissing	Ongoing
● Township of Ryerson	Ongoing
● Township of Larder Lake	Ongoing
● Township of Melancthon	Ongoing
● Township of East Garafraxa	Ongoing

Community Planning Permit System:

● County of Simcoe CPP By-law Template (for Housing)	Ongoing
● County of Frontenac CPP By-law Template (for Water Protection)	Ongoing
● City of Markham (investigation into streamlining through a CPPS)	2025

STEFAN SZCZERBAK MCIP, RPP, M.SC

PRINCIPAL PLANNER

Planscape Inc.

705.645.1556 ext. 105

104 Kimberley Ave., Bracebridge

sszczerbak@planscape.ca

www.planscape.ca



PROFESSIONAL AFFILIATIONS

- Registered Professional Planner (RPP)
- Canadian Institute of Planners (MCIP)
- Ontario Professional Planners Institute (OPPI)

Stefan Szczerbak joined PLANSCAPE Inc. in 2016 as a Senior Planner, bringing with him 15 years of progressive municipal planning experience in both rural and urban settings and at the local and regional levels. He also has 4 years of experience leading community economic development in a tourism-based, recreational/rural environment. He recently (2020) became a Partner and is leading Planscape Inc. into the next chapter of the company. He is a graduate of the University of Guelph with a Master of Science degree in Professional Rural Planning and Development.

EDUCATION

- Master of Science** 2001
Rural Planning and Development.
University of Guelph
- Bachelor of Science** 1996
Natural Resource Management
University of Guelph

PROFESSIONAL EXPERIENCE

- Principal** 2023-Present
Planscape Inc.
- Partner** 2020-2023
Planscape Inc.
- Senior Planner** 2016-2019
Planscape Inc.
- Manager of Planning Services** 2012-2016
Township of Lake of Bays
- Manager of Planning Services** 2004-2012
District of Muskoka
- Planner** 2001-2004
Credit Valley Conservation Authority

SELECTED EXPERIENCE

Public Sector:

Mr. Szczerbak's experience in the municipal sector, both at the local and regional levels, has included progressive planner positions with the Township of Lake of Bays, the District of Muskoka and at the Credit Valley Conservation Authority (specifically for the Towns of Halton Hills, Orangeville, Mono and East Garafraxa). This involved the full range of municipal planning activities, from research and policy formulation to processing all types of development applications from Official Plan amendments and reviews, Community Planning Permits (formerly known as Development Permits) and minor variances to subdivisions for all aspects of development proposals, including major commercial and industrial developments.

Public Sector (cont.):

Since joining Planscape Inc., Mr. Szczerbak continues to be involved in the public sector delivering strategic and land use planning advice to a number of municipalities and is involved with the Official Plan and Comprehensive Zoning By-law Reviews for various Towns and Townships together with Partners/Senior Associates in the company. Stefan is also the contracted planner for several municipalities, including the Temiskaming Municipal Services Association, the Township of McKellar, Municipality of Powassan, Township of the North Shore, and the Township of Perry.

As the Manager of Planning Services for the Township of Lake of Bays and a member of the senior management team, he assumed full responsibility for supervising the Planning Department operations and coordinating and managing special corporate studies, including a successful 5-year review of the Township's Official Plan, Strategic Plan and the implementation of the first Development Permit By-law (Community Planning Permit) system in Ontario.

He has extensive experience representing municipalities in a variety of settings, liaising and facilitating communication with the general public, special interest groups and numerous provincial/federal representatives. He is also an educator and has led many presentations related to the use of Community Planning (Development) Permits.

Private Sector Planning:

Mr. Szczerbak has experience providing private sector clients with valuable planning expertise pertaining to local level zoning amendments, minor variances, site plans, site evaluation reports, consents and plans of subdivisions and Official Plan amendments for a variety of development proposals. Specifically, he has been involved in providing planning support and obtaining municipal approvals for many recreational and commercial properties throughout the region. He has experience with planning applications and related policies for surplus farm dwellings and agricultural impact assessments.

 PLANSCAPE AREA OF EXPERTISE - Public Engagement - Project Management - Policy Development	LIST OF MANAGED PROJECTS Planning Services: - Temiskaming Municipal Services Association (TMSA) - Township of McKellar - Municipality of Powassan - Township of the North Shore - Township of Perry Zoning By-law: - Town of Parry Sound 2021 - City of Temiskaming Shores 2019 Community Planning Permit System By-law: - City of Markham 2022 Official Plan: - Municipality of Powassan Ongoing - North Almaguin Planning Board Ongoing - Township of Coleman Ongoing
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PROFESSIONAL AFFILIATIONS

Candidate Professional Planner (RPP candidate)

Ontario Professional Planners Institute (OPPI)

Jillian Macpherson joined Planscape in 2024 as a Planning Intern, after gaining valuable municipal experience in Eastern Ontario. Currently, Mrs. Macpherson provides planning services to private and municipal clients in northern Ontario and the District of Muskoka.

Mrs. Macpherson has a Bachelor of Arts, Honours in Law with a Minor in Political Science from Carleton University and a Master of Urban and Regional Planning from Queen’s University.

EDUCATION

Master of Urban and Regional Planning2025

Concentration: Land Use & Real Estate

Queens University

Bachelor of Arts2023

Major: Law and Legal Studies

Minor: Political Science

Carleton University

PROFESSIONAL EXPERIENCE

Planner2024-Present

Planscape Inc.

Planning / Building Department Intern2023

Loyalist Township

Cafe Manager2017 - 2023

SELECTED EXPERIENCE

Public Sector:

While working for Loyalist Township, Mrs. Macpherson actively participated in the development review process and contributed to policy analysis. Her responsibilities included conducting zoning reviews, assessing development applications, and collaborating closely with the Manager of Development Services and the Chief Building Official on a range of initiatives, including research to support the creation of new by-laws. At Planscape, Mrs. Macpherson supports senior planners on a variety of municipal projects. Her work includes assisting in the review and updating of by-laws and policies to ensure consistency with the Provincial Planning Statement (PPS), AODA requirements, and District/County Official Plans. She has conducted research on best practices from other municipalities, drafted public engagement plans and news releases, and contributed to the preparation of presentation materials. These hands-on municipal experiences sharpened Mrs. Macpherson’s practical skills and provided valuable insight into the complexities of local land use planning.

Private Sector:

Mrs. Macpherson has experience working closely with clients, preparing planning justification reports and managing applications for minor variances, zoning by-law amendments, and consents. Each client and project requires a zoning and policy conformance exercise and the application of zoning provisions to development proposals. Her project management and attention to policy and provision detail provides clients with thorough planning analyses and opinions on appropriate planning development options.

Community Involvement:

In addition to a career in land use planning, Mrs. Macpherson is actively involved in the Kawagama Lake Cottagers' Association (KLCA) as the Development and Municipal Liaison. On behalf of KLCA, she maintains interaction and communication with both municipalities with jurisdiction on the lake to ensure adequate environmental protection and development control consistent with the values of the majority of cottagers and residents. She also monitors planning applications and development proposals that could impact the lake and drafts correspondence in response to applications, as well as reviews municipal projects and policy changes that could impact the lake or lake properties. She provides news releases to update and inform cottagers of policy changes and their impacts. Mrs. Macpherson is also in the process of updating the Association's Lake Plan, in collaboration with other members of the Association.

During her Master's program in Urban and Regional Planning, Mrs. Macpherson was the Editor for a major group project where 11 graduate students developed a vision and policy recommendations for the area surrounding a new LRT station in the City of Ottawa. In this role, Mrs. Macpherson ensured the coherence, clarity, and professionalism of the final report while authoring three chapters and contributing to the publishing process. This project involved extensive collaboration, a site visit, weekly team meetings, consultations with the municipal client, a design charrette, and a public open house to present the final report.



AREA OF EXPERTISE

- Research
- Policy Development

LIST OF PROJECT INVOLVEMENT

Concurrent Official Plan and Zoning By-law:

- Township of East Garafaxa Ongoing
- Township of Melancthon Ongoing
- Municipality of West Nipissing Ongoing

Official Plan:

- North Almaguin Planning Board Ongoing
- Township of Coleman Ongoing

Agricultural Impact Assessment:

- County of Haldimand Peer Reviews Ongoing

BREANNE LYWOOD

M.Sc, CPT candidate,
RPP Pre-candidate

PLANNING TECHNICIAN

Planscape Inc.

705.645.1556 ext. 100

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blywood@planscape.ca

www.planscape.ca



PROFESSIONAL AFFILIATIONS

- CPT Candidate
- RPP Pre-Candidate

Breanne Lywood joined Planscape in 2025, bringing with her over 4 years of experience in environmental research and conservation land management. Ms. Lywood has led and supported various land use initiatives across the Lake Simcoe Watershed, providing her with comprehensive experience in land management planning and collaboration with private landowners, municipal agencies, and conservation affiliations. Currently, Ms. Lywood is supporting public and private sector environmental planning services in Northern Ontario and the District Municipality of Muskoka.

Ms. Lywood holds a Bachelor of Science from the University of Guelph and a Master of Science from Lakehead University.

EDUCATION

- Master of Science** 2023
Concentration: Sustainable Land Use
Lakehead University
- Bachelor of Science** 2020
Honours: Animal Biology
University of Guelph

PROFESSIONAL EXPERIENCE

- Land Use Planning Technician** 2025
Planscape Inc.
- Land Management Assistant** 2024-2025
Lake Simcoe Region Conservation Authority
- Animal Care Coordinator** 2023-2024
Ontario SPCA & Humane Society
- Graduate Researcher** 2021-2023
Sustainable Land Use
Lakehead University

SELECTED EXPERIENCE

Public Sector:

Ms. Lywood has supported and led various land management projects throughout her time in environmental research and conservation land management. She is experienced in conducting background research for public use properties within Simcoe County, York Region, Durham Region, and Kawartha Lakes, as well as tailoring support documents for various municipal meetings, public engagement events, and Indigenous consultations.

Ms. Lywood continues to support land planning initiatives by providing support to Senior Planners at Planscape on various planning projects.

Private Sector:

Ms. Lywood has experience managing research projects focused on sustainable land use in Simcoe County. She brings forward experience liaising with private landowners for data collection efforts and providing property data overviews for evidence-based management suggestions.

Ms. Lywood continues to support private sector land use planning by supporting Senior Planners in work related to zoning amendments, minor variances, and Official Plan amendments.

Specialties - Community Involvement:

In addition to a career in land use planning, Ms. Lywood remains involved in conservation efforts through regular engagement in community-based science initiatives and collaborating with municipalities on nature-based events (West Gwillimbury, Mayor’s Hike for Health). Ms. Lywood also contributed to the field of academic research by being appointed as a Committee Member for Lakehead University’s Research Seminar Series, where she facilitated faculty events focused on environmental research dissemination.

 AREA OF EXPERTISE - Research - Policy Development - Project Co-ordination	LIST OF PROJECT INVOLVEMENT	
	Community Planning Permit System:	
	County of Simcoe	Ongoing
	Model CPPS By-law to streamline development applications to support affordable and attainable housing.	
	County of Frontenac	Ongoing
	Model CPPS to streamline development approvals and protect the aesthetic character of the shoreline and water quality.	
	Conservation Reports and Strategies:	
	Lake Simcoe Region Conservation Authority Trail Report	2024
	Lake Simcoe Region Conservation Areas Strategy	2024
	Agricultural Impact Assessment:	
	Biglieri Agricultural Impact Assessment	2025
	Concurrent Official Plan and Zoning By-law:	
	Township of Ryerson	Ongoing
	Township of Larder Lake	Ongoing

JENNIFER THOMSON

B.A., CPT

PLANNING / GIS
TECHNICIAN
Planscape Inc.

705.645.1556 ext. 109

104 Kimberley Ave., Bracebridge

jthomson@planscape.ca

www.planscape.ca



PROFESSIONAL AFFILIATIONS

- Canadian Association of Certified Planning Technicians (CACPT)

Jennifer Thomson joined our Planscape Inc. team in 2001 to provide computer aided drafting and design (CAD and GIS), mapping expertise and research and analysis on planning projects. She is a graduate of the Urban & Regional Planning Technology Program (GIS and CAD) from Fanshawe College of Applied Arts and Technology. This program was aimed at providing technical and design skills for land development and resource management industries in both the rural and urban communities.

EDUCATION

- Urban and Regional Planning Technology Diploma 2001
Fanshawe College of Applied Arts & Technology
- Bachelor of Arts 1999
Geography
Laurentian University

PROFESSIONAL EXPERIENCE

- Planning / GIS Technician 2001-Present
Planscape Inc.
- Planning Technician 2000
Township of West Nissouri

SELECTED EXPERIENCE

Public Sector:

Mrs. Thomson has provided comprehensive mapping support for municipal Official Plan and Zoning By-law projects, along with conducting background research for a range of specialized studies, including agricultural and agri-food assessments, LEAR reviews, and research and mapping for Community Lake Plans and Community Improvement Plans. Her experience also extends to supporting various private and public sector planning applications.

She possesses expertise in interpreting and translating agricultural data, as well as compiling survey results and stakeholder analyses, including BR+E evaluations and SWOT analyses.

Mrs. Thomson is highly proficient in the use of AutoCAD, ESRI ArcGIS, Adobe Illustrator, and Adobe Photoshop, applying these tools to produce high quality technical drawings.

Private Sector:

Mrs. Thomson prepares planning materials for a wide range of applications, including Minor Variances, Severances, Development Concepts, Site Plans, Zoning By-law and Official Plan Amendments, serving all of Planscape's private-sector clients.

 PLANSCAPE AREA OF EXPERTISE ● Computer Aided Drafting (CAD) ● ArcGIS Pro ● Agricultural Statistical Analysis	LIST OF PROJECT INVOLVEMENT Concurrent Official Plan and Zoning By-law Mapping: ● Township of Ryerson Ongoing ● Township of Melancthon Ongoing ● Municipality of West Nipissing Ongoing ● Township of Larder Lake Ongoing ● Township of McMurrich/Monteith 2025 Official Plan Mapping: ● Municipality of Powassan Ongoing ● Township of Coleman Ongoing ● North Almaguin Planning Board Ongoing Agricultural Profiles ● Peterborough/Kawartha Lakes 2023
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RFP Submission Sheets

Appendix B Submission Sheet – List of References

Town of Latchford RFP 2026-03 Consulting Services for New Official Plan and Zoning By-law

State other projects that have been completed by the bidder within the last five (5) years that are of a similar scope and nature to the project described in this RFP.

These references may be contacted by the Town at any time.

Description of Work	Contact Name and Email
Township of East Garafraxa – OP and ZBL Update Planscape prepared a new Official Plan that was adopted by Council June 23, 2026. The Official Plan follows the province’s newly approved standardization format for Official Plans in Ontario. A Zoning By-law or Community Planning Permit By-law for the Township will follow with the next term of Council.	Peter Avgoustis, CAO pavgoustis@eastgarafraxa.ca
Township of Ryerson - OP and ZBL Review This exercise will bring the Official Plan into compliance with the Provincial Planning Statement, 2024, The Planning Act and regulatory requirements. The updated Zoning By-law will reflect the changes to the Official Plan. It will also address existing provisions to improve clarity and reflect the Township’s development needs. This project is in the final stages with a goal to adopt the OP and approve the Zoning By-law in August 2026.	Nancy Field, Clerk clerk@ryersontownship.ca
Township of Larder Lake - New OP and ZBL Review Planscape was retained to bring the Official Plan into compliance with the Provincial Planning Statement, 2024, The Planning Act and regulatory requirements. The updated Zoning By-law will reflect the changes to the Official Plan. We midway through the project, having completed the Policy Directions report/Issues Brief and Additional Studies Recommendation and Council Brief. The Statutory Public meeting/Open House and Engagement sessions are scheduled for November, following the elections.	Crystal Labbe, CAO, Clerk-Treasurer CrystalLabbe@larderlake.ca

Please refer to additional details in the Proposal document (Section 3.2) for each reference above.



Submission Sheet – Non-Collusion Affidavit

Town of Latchford

RFP 2026-03 Consulting Services for New Official Plan and Zoning By-law

I/We are fully informed respecting the preparation and contents of the attached proposal and of all pertinent circumstances respecting such proposal.

Such proposal is genuine and is not collusive or a sham bid.

Neither the bidder nor any of its officers, partners, owners, agents, representatives, employees or parties of interest, including this affiant, has in any way colluded, conspired, connived or agreed directly or indirectly with any other bidder, firm or person to submit a collective or sham bid in connection with the work for which the attached bid has been submitted nor has it in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other bidder, firm or person to fix the price or the price of any bidder, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the Town of Latchford or any person interested in the proposal.

The price or prices quoted in the attached bid are fair and proper and not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the bidder or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

The bid, quotation or proposal of any person, company, corporation or organization that does attempt to influence the outcome of any Town purchasing or disposal process will be disqualified, and the person, company, corporation or organization may be subject to exclusion or suspension.

Dated at the Town of Bracebridge this 27th day of July, 2026
(Name of Municipality)

Firm Name: Planscape Inc.

Bidder's Authorized Official(s):

Stefan Szczerbak, Principal

(Name & Title)


(Signature)

(Name & Title)

(Signature)

Submission Sheet – Conflict of Interest Declaration

Town of Latchford

RFP 2026-03 Consulting Services for New Official Plan and Zoning By-law

Please check the appropriate response:

- ☒ I/we hereby confirm that there is not nor was there any actual or perceived conflict of interest in our quotation submission or performing/providing the goods/services required by the agreement.
- ☐ The following is a list of situations, each of which may be a conflict of interest, or appears as potentially a conflict of interest in our Company/s quotation submission or the contractual obligations under the agreement.

List situations:

In making this quotation submission, our company ~~has~~ / has no (strike out inapplicable portion) knowledge of or ability to avail ourselves of confidential information or the Town (other than confidential information which may have been disclosed by the Town in the normal course of the quotation process) and the confidential information was relevant to the work/services, their pricing or quotation evaluation process.

Dated at the Town of Bracebrige this 27th day of July, 2026
(Name of Municipality)

Firm Name: Planscape Inc.

Bidder's Authorized Official(s):

Stefan Szczerbak, Principal

(Name & Title)


(Signature)

(Name & Title)

(Signature)



Submission Sheet – Accessibility for Ontarians with Disabilities Act, 2005 Compliance Agreement

Town of Latchford **RFP 2026-03 Consulting Services for New Official Plan and Zoning By-law**

I/We, by our signature below, certify that we are in full compliance with Section 6 of Ontario Regulation 429/07, Accessibility Standards for Customer Service made under the Accessibility for Ontarians with Disabilities Act, 2005. If requested, we are able to provide written proof that all employees have been trained as required under the Act.

This regulation establishes accessibility standards for customer service as it applies to every designated public sector organization and to every person or organization that provides goods or services to members of the public or other third parties and that have at least one employee in Ontario.

Dated at the Town of Bracebridge this 27th day of July, 2026
(Name of Municipality)

Firm Name: Planscape Inc.

Bidder's Authorized Official(s):

Stefan Szczerbak, Principal
(Name & Title)


(Signature)

(Name & Title)

(Signature)

Draft Consulting Services Contract

AGREEMENT FOR CONSULTING SERVICES
Town of Latchford

New Official Plan and Zoning By-law

THIS AGREEMENT made this ____ day of _____, 2026

BETWEEN:

THE TOWN OF LATCHFORD

Hereinafter referred to as the “Town”

AND:

Planscape, Inc.

Hereinafter referred to as “Planscape”

THE PARTIES hereto agree as follows:

1. LIST OF SCHEDULES ATTACHED

The following Schedules are attached and form part of this Agreement:

Schedule “A” Request for Proposal No. 2026-03, “Consulting Services for New Official Plan and Zoning By-law”, dated June 24th, 2026, and Addendum No.: 1, dated July 17th, 2026, prepared by the Town for the work to be done under this contract.

Schedule “B” Proposal in its entirety submitted by PLANSCAPE dated July 27th, 2026.

2. SERVICES TO BE PROVIDED

PLANSCAPE hereby agrees to provide the services as set out in Schedule “B” to this agreement.

3. RELATIONSHIP WITH THE TOWN

PLANSCAPE will maintain contact with the Town through the CAO/Clerk-Treasurer.

PLANSCAPE will provide monthly status summaries to the CAO/Clerk-Treasurer.

4. WORK PROGRAM AND TIMETABLE

PLANSCAPE and the Town will follow the Work Program set out in Schedule "B". The Parties acknowledge that the project commencement is August 2026, and the project completion date (submission of Official Plan for Adoption and final Zoning By-law for Council approval) will occur not later than the end of April 2026.

The Parties will employ their best efforts to complete the project in advance of the April 2026 time frame.

Deviations from these schedules proposed by either the Town or PLANSCAPE may be considered by mutual agreement of the parties.

5. COST OF THE WORK

This contract provides that PLANSCAPE will be paid by the Town in accordance with the provisions of Schedule "B". Any amendments to the cost of services will require the specific authorization of the Town.

Any work requested by the Town that is outside the scope of the Work Program shall be subject to a mutual agreement on the nature of the work and the payment for such work.

6. TERMS OF PAYMENT

PLANSCAPE will be responsible for invoicing for the project. PLANSCAPE will invoice the Town upon the completion of each stage as described in Section 3 – Scope of Work and Work Plan.

Payment shall be provided by the Town within 30 days of the date of the invoice.

7. COMPLETION OF THE WORK

PLANSCAPE will have carried out all of its obligations under this contract when all of the Tasks set out in Schedule "B" have been completed.

8. OWNERSHIP OF MATERIAL

Upon completion of the program and submission of the final documents, software and mapping, all data collected by the Consultant shall become the property of the Town.

9. SERVING OF NOTICES

Unless otherwise specified, any notices required under the provisions of this agreement shall be given by prepaid registered mail or by personal delivery to the following persons at the following addresses:

To the Town:

Malorie Robinson
CAO/Clerk-Treasurer
The Corporation of the Town of Latchford
PO Box 10
Latchford, ON P0J 1N0

To PLANSCAPE:

Stefan Szczerbak, Planning Consultant
PLANSCAPE, INC
104 Kimberley Avenue
Bracebridge, ON P1L 1Z8

It is agreed that this agreement and the covenants, provisions, conditions and schedules herein shall enure to the benefit and be binding on the parties, executors, administrators or assigns of each of the parties hereto.

IN WITNESS THERETO the signing officers of PLANSCAPE and the designated signing officer of the Town have executed this agreement as approved and authorized by the Council of the Corporation of the Town of Latchford.

Witness

Stefan Szczerbak
PLANSCAPE, INC

Witness

Malorie Robinson
for the Town of Latchford

Disbursements Report July 8th - August 12th

Vendor	Amount	Vendor	Amount
# 1 AUTO PARTS	251.36	MPAC	2,964.77
BELL MOBILITY	214.87	NORTHEASTERN PUBLIC HEALTH	4,055.20
BRANDT	395.01	NORTHERN ONTARIO FASTFREIGHT	237.30
BREAULT'S DISCOUNT WAREHOUSE	127.40	NORTHERNTEL L.P.	1,388.81
CANADA POST CORPORATION	87.33	OFFICE PRO (TEMISKAMING)	168.53
DTSSAB	25,102.00	OMERS	11,585.56
ENCOMPASSIT.CA	1,254.87	ONTERA	7.69
Endress & Hauser Canada Ltd.	837.33	RELIABLE INDUSTRIAL SUPPLY	1,466.42
GRANT HOME HARDWARE	348.07	RONA INC.	782.52
HYDRO ONE NETWORKS INC.	7,219.89	TELUS MOBILITY	151.42
JANIX CORP.	1,037.06	TEMISKAMING MUNICIPAL SERVICES ASS	452.00
KAL TIRE ONTARIO	56.50	TEMISKAMING PRINTING COMPANY	1,192.15
Knek	643.46	TESTMARK LABORATORIES LTD.	3,902.99
Leis Landscaping Yard	36.14	THE COURT NEWS REPORTER CORP.	66.67
M & L SUPPLY FIRE & SAFETY	16,190.47	TIME LTD.	1,448.45
Manulife Financial	4,822.58	TRITOWN AUTOMOTIVE & IND.	77.74
MILLER MAINTENANCE	728.85	WSIB	42.61
MINISTER OF FINANCE	15,214.00	WYATT IMAGE SOLUTIONS INC.	167.03
MORROW HAULAGE INC.	1,963.94		
AP Subtotal	106,688.99	Payroll Subtotal	36,300.67
Total AP & Payroll			142,989.66

NOHFC File No: 74006224

July 17, 2026

Malorie Robinson
CAO/Clerk-Treasurer
Corporation of the Town of Latchford
10 Main Street, Highway 11
Latchford, Ontario P0J 1N0

Dear Malorie Robinson:

This is to acknowledge your application requesting funding from the Northern Ontario Heritage Fund Corporation (NOHFC) toward the *Municipal Administration & Strategic Projects Intern* position. Please quote the above file number in future correspondence.

The NOHFC has determined that the project is potentially eligible and will proceed for further review and evaluation. Please note that although your application is proceeding, it does not mean that it will be approved for funding. The NOHFC's programs are non-entitlement, discretionary programs and not all projects meeting the program eligibility criteria will be approved.

A Project Officer with the Ministry of Northern Economic Development and Growth, Regional Economic Development Branch (REDB) will be assigned to your file and will contact you to discuss your project. In the interim, you can reach Tony Avati, Manager with the REDB at 705-256-9248 or 1-800-461-2287 should you have any questions.

Sincerely,



Scott Kunnas
Manager, Program Services



Clerk's Department
Township of Clearview
Box 200, 217 Gideon Street
Stayner, Ontario L0M 1S0
clerks@clearview.ca | www.clearview.ca
Phone: 705-428-6230

July 28, 2026

Premier Doug Ford
Premiers Office, Room 281
Main Legislative Building, Queen's Park
Toronto, ON
M7A 1A5

Sent by Email: doug.fordco@pc.ola.org

RE: Clearview Council Support Resolution – Request for Traffic Calming and Speeding Mitigation Techniques

Please be advised that at its meeting held on July 27, 2026, Council of the Township of Clearview passed the following resolution supporting the Huronia West O.P.P Detachment Board in their request for traffic calming and speeding mitigation techniques.

Moved by Councillor Beelen, Seconded by Councillor Dineen, Whereas history demonstrates that speeding and public safety concerns are increasing across Ontario;

Whereas the Provincial government has shown interest and allocated financial resources to certain municipalities to implement alternative measures to photo radar, reaffirming its ongoing commitment to addressing public safety issues;

Whereas the commitment currently applies only to municipalities utilizing photo radar as a deterrent;

And Whereas such funding support would assist municipalities with limited financial resources in protecting their citizens - especially seniors and school-aged children;

Now Therefore, Be It Resolved that Council of the Township of Clearview hereby support the Huronia West O.P.P. Detachment Board in their request for the Province of Ontario to expand their stated interest and financial commitment to include all municipalities in Ontario, adopting a province-wide approach to public safety and thereby ensuring the well-being of all Ontarians;

And That this resolution be sent to the following:

- Premier Doug Ford
- Minister of Transportation
- Minister of Finance

- MPP Brian Saunderson
- AMO
- ROMA
- All 444 Municipalities in Ontario

Motion carried.

If you have any questions regarding the above resolution, please do not hesitate to contact the undersigned.

Sincerely,



Sasha Helmkey-Playter, B.A., Dipl. M.A., AOMC
Clerk/Director of Legislative Services

cc: Hon. Steven MacKinnon, The Minister of Transport
Hon. Peter Bethlenfalvy, The Minister of Finance
Brian Saunderson, Member of Provincial Parliament – Simcoe-Grey
AMO
ROMA
All 444 Municipalities in Ontario

August 6th 2026

Town of Latchford
Attention: Chief Administrative Officer
10 Main Street
Latchford, ON P0J 1N0

Re: Request to Purchase Vacant Municipal Land Adjacent to 53 Hillview Street

Dear Chief Administrative Officer and Members of Council:

I am writing to formally request that the Town of Latchford consider selling me the vacant half lot located directly beside my property at **53 Hillview Street, Latchford, Ontario**.

This request has special personal significance to me. My aunt and uncle built the home at 53 Hillview Street, and I am proud to continue caring for a property that forms part of my family's history in Latchford. My uncle, Ted Livingston, is fondly remembered as the "last standing lumberjack of Latchford," reflecting his connection to the town and its forestry heritage. Acquiring and maintaining the adjoining half lot would help me preserve their legacy and keep this meaningful part of my family's history alive within the community.

The subject land directly abuts my property. To my understanding, the half lot is vacant and may not be large enough to support development as a separate building lot. Acquiring it would allow the land to be incorporated with my existing residential property and maintained as part of it.

My intention is to use the property as an extension of my existing residential lot. Purchasing it would provide the following benefits:

- Place the vacant land under the care and maintenance of the adjoining property owner;
- Improve the appearance and regular upkeep of the property;
- Add the land to the municipal tax base as part of an actively maintained property;
- Avoid leaving a small or potentially undevelopable parcel under municipal ownership;
- and
- Create a more practical and useful property configuration.

I respectfully ask the Town to determine whether the land may be declared surplus and sold to me as the adjoining property owner. I also ask the Town to consider whether the transaction qualifies under paragraph **(e) of the Exemptions section of Sale of Land Policy CORP-019**, which addresses land that lacks direct access or is not large enough for construction when sold to the owner of an abutting property.

I am prepared to pay a fair purchase price established or approved by Council. I understand that I may also be responsible for applicable costs associated with the transaction, including survey, appraisal or valuation, severance, legal, registration and other closing expenses.

If required by the Town, I would be agreeable to the half lot being merged with the title to 53 Hillview Street and to any reasonable conditions necessary to complete the transaction.

Thank you for considering my request. I would appreciate the opportunity to provide any additional information or attend a committee or Council meeting to answer questions.

Sincerely,

Krystal Livingston

Owner, 53 Hillview Street
Latchford, Ontario

Telephone: 519-635-9011

Email: klivingston85@gmail.com

August 6th, 2026

Re: Ontario Transit Investment Fund (OTIF) Conditional Approval

Dear Municipal Partner,

Following an announcement by MPP Vic Fedeli, I am pleased to share that the City of Temiskaming Shores has been approved for funding through the Ontario Transit Investment Fund (OTIF) to support the development and implementation of the Temiskaming Shores Area Transit (TSAT) initiative.

On behalf of the City, I would like to sincerely thank you for your support throughout the application process. Your willingness to collaborate and your commitment to strengthening transportation across our region helped demonstrate the value of this project and the importance of a regional approach.

This funding marks an exciting milestone, but it is only the beginning. Over the coming weeks, we will be working with all municipal partners to begin implementation planning, including council presentations, governance, service design, operational planning, and the next steps required to launch TSAT in 2027.

As additional information becomes available from the Ministry regarding the Transfer Payment Agreement and project timelines, we will be scheduling partner meetings to review the implementation process.

Thank you again for your partnership and your shared vision of improving mobility throughout South Temiskaming. We look forward to working with you as we move from planning to implementation.

Sincerely,



Mitchell McCrank, C.E.T., PMP, CRS
Director of Transportation Services
City of Temiskaming Shores



Aug 6, 2026

Investing \$4.9 Million to Help Temiskaming Access Safe and Reliable Transit

TEMISKAMING SHORES – Vic Fedeli, MPP for Nipissing, announced that the Ontario government is investing \$4.9 million through the [Ontario Transit Investment Fund \(OTIF\)](#) to help Temiskaming Shores add flex and on-demand options for its fixed-route service and to launch an intercommunity service connecting 12 municipalities and one First Nations community in South Temiskaming. The Investment will also support first- and last-mile connections to the Northlander passenger rail service.

“The Ontario government is investing in local transit to connect rural and Northern communities to good-paying jobs and economic opportunities,” said Nipissing MPP, Vic Fedeli. “From bringing back the Northlander to expanding rural transit, we’re strengthening transportation services across Ontario, including here in Temiskaming.”

The OTIF supports the start-up and expansion of transit projects such as new bus services, on-demand rideshare services, and door-to-door transportation. The program is helping municipalities, Indigenous communities and non-profit organizations deliver reliable transportation services across the province, particularly in rural communities.

Today’s investment builds on the province’s plan to strengthen transportation in rural, northern and underserved communities, including doubling annual Ontario Transit Investment Fund (OTIF) funding to \$10 million in the 2026 Budget, annually over the next three years.

Quick Facts

- Municipalities, Indigenous communities and non-profit organizations [can apply for OTIF funding online](#). Applicants are encouraged to form project teams to deliver coordinated, integrated and sustainable transit services for their communities.
- Ontario also provides funding to municipalities for transit and municipal roads through the [Gas Tax program](#) and the [Connecting Links program](#).
- The [Indigenous Transportation Initiatives Fund \(ITIF\)](#) provides funding for community-driven transportation-related projects for Indigenous peoples in urban, rural and reserve settings across Ontario.

For more information or to arrange an interview, contact:

Keri Buttle
Constituency Office
(705) 474-8340
keri.buttle@pc.ola.org



THE CORPORATION OF THE TOWN OF LATCHFORD

BY-LAW No.: 2026-031

Being a By-Law to enter into an agreement with Fotenn Planning and Design to develop a new Official Plan and Comprehensive Zoning By-Law.

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 Fotenn Planning and Design for the development of a new Official plan and Comprehensive Zoning By-law;

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 Fotenn Planning and Design.
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 18th day of August, 2026.

Sharon Gadoury-East, Mayor

Malorie Robinson, Clerk

Contract For Planning Services

Town of Latchford – Consulting Services for New Official Plan and Zoning By-law

Date: July 27, 2026
 Prepared by: Jaime Posen, RPP MCIP

Client Information:

Attn:
 Malorie Robinson, CAO/Clerk-Treasurer
 The Corporation of the Town of Latchford
 PO Box 10
 Latchford, ON P0J 1N0
mrobinson@latchford.ca

Proposal Date: July 27, 2026
 Contract Value: \$55,360.00 + HST
 Contract Scope: Consulting Services for New Official Plan and Zoning By-law

Description of Work	Value
Fotenn to support the Town in preparing a new, forward-looking Official Plan and Comprehensive Zoning By-law. Tasks include: / Project Team Meeting No. 1 (in person) and Tour of Town / Special Meeting of Council No. 1 (Exact timing will be determined in consultation with Town staff) / Background and Best Practice Review / Prepare Engagement Strategy / Initial Notification and Stakeholder Outreach / Ministry of Municipal Affairs and Housing Pre-Consultation / Existing Conditions and Growth Review / Summary Report and Identification of Additional Studies / Undertaking additional studies approved by town (Scope and timing will be determined in consultation with Town staff) / Prepare First Draft Documents / Provincial One Window Review / Public Open House / Prepare Subsequent Drafts / Statutory Public Meetings / Final Revisions / Council Adoption / Support on finalizing materials A detail of the Proposed Fees is included in Section D of the Proposal.	
Professional Fees (including \$1,200.00 Disbursements)	\$55,360.00



HST	\$7,196.80
Total Contract Value	\$62,556.80

By signing this contract, the Corporation of the Town of Latchford agrees to the terms of the Proposal dated July 27, 2026, including the fees outlined in this contract.

For Town of Latchford

Date



Town of Latchford

THE CORPORATION OF THE TOWN OF LATCHFORD

BY-LAW No.: 2026-032

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 86th day of August 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 18th day of August, 2026.

Sharon Gadoury-East, Mayor

Malorie Robinson, Clerk