



Regular Council Meeting

To:	Mayor and Council
Date:	September 21, 2020
From:	Elana Arthurs, Clerk
Report Number:	Corporate Services 2020-19
Subject:	Ward Boundary Review Proposal

Recommendations:

1. That Council receive the proposal from Watson and Associates Economists Ltd., in association with Dr. Robert J. Williams, to conduct a Ward Boundary Review for the Township of Cavan Monaghan in preparation of the 2022 Municipal Election; and
2. That Council pre-approve the cost of \$44,010 plus H.S.T. for the Ward Boundary Review in the 2021 Capital Budget and borrow an upset limit of \$25,000 from the General Reserve in 2020 to be repaid back into the reserve in 2021.

Overview:

At the Regular Council Meeting held September 8, 2020, the following resolution was adopted:

That Council direct staff to request a formal proposal from Watson and Associates Economists Ltd., in association with Dr. Robert J. Williams, to conduct a Ward Boundary Review for the Township of Cavan Monaghan in preparation of the 2022 Municipal Election; and

That it be requested that the consultant include consideration in aligning the Millbrook Ward with the boundaries applied in the planning documents.

Attached to this report is the proposal submitted by Jack Ammendolia of Watson & Associates Economists Ltd. in association with Dr. Robert J. Williams.

The total project cost in the proposal for the Ward Boundary Review is \$44,010.00 with an estimated completion date of March 2021.

Financial Impact:

Based on the timelines, the project needs to begin as soon as possible. Staff is requesting that Council pre-approve the total cost of \$44,010.00 plus H.S.T. in the 2021 budget to keep the full cost reported in 2021 and that \$25,000 be borrowed from General Reserves to cover costs in 2020 and returned in 2021.

Attachment:

Watson & Associates Economists Ltd. Proposal –
Township of Cavan Monaghan Ward Boundary Review

Respectfully submitted by,

Reviewed by,

Elana Arthurs
Clerk

Yvette Hurley
Chief Administrative Officer



Proposal

Township of Cavan Monaghan

Ward Boundary Review

Watson & Associates Economists Ltd.
Jack Ammendolia
905-272-3600 ext. 230
ammendolia@watsonecon.ca

In association with Dr. Robert J. Williams

Ms. Elana Arthurs
Clerk
Township of Cavan Monaghan
988 Peterborough County Road 10
Millbrook, Ontario
L0A 1G0

Dear Ms. Arthurs:

Re: Township of Cavan Monaghan Ward Boundary Review

Further to your request for proposal, Watson & Associates Economists Ltd. (Watson), in association with Dr. Robert J. Williams, is pleased to submit our proposal for the above-referenced assignment.

Our Consultant Team has a diverse combination of skills and experience related to the subject study, which we are most interested in carrying out on behalf of the Township of Cavan Monaghan. Our team's work experience in ward boundary reviews across Ontario over the past decade provides considerable added value to this project.

We look forward to the opportunity of working with you on this important assignment.

Yours very truly,

WATSON & ASSOCIATES ECONOMISTS LTD.



Jack Ammendolia, BES, PLE
Director



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1. Corporate Profile

For this proposal submission, we have assembled a multi-disciplinary Consultant Team comprised of staff from Watson & Associates Economists Ltd. (Watson) and Dr. Robert J. Williams to conduct a Ward Boundary Review for the Township of Cavan Monaghan.

The Consultant Team brings extensive experience and expertise related to ward boundary designs, council composition reviews, electoral system evaluations, population forecasting, growth modelling, and public/multi-stakeholder consultation and engagement across the Province and beyond.

Watson & Associates Economists Ltd. (Lead Consultant)

Watson & Associates Economists Ltd. (Watson) was established in 1982 and is now one of Canada's leading economic consulting firms. Our unique and dynamic team of specialists has assisted clients from over 250 municipalities, utilities, and school boards, as well as private industry and senior levels of government, to frame their financial and economic strategies. We have extensive experience in electoral and ward boundary reviews, housing and population forecasting, demographic and socio-economic analysis, and growth management studies, which provides direct experience to the subject proposal.

Consultation is a component of the majority of projects undertaken by our firm. Over the past three decades, Watson has conducted public meetings, stakeholder consultations, open houses, and workshops for a variety of municipal studies throughout Ontario and beyond.

Watson will serve as the Lead Consultant on the assignment. The assignment will be managed and coordinated through the firm's Mississauga office, which houses 25 consultants and four support staff. The office operates within standard business hours and is fully equipped in terms of computer hardware/software and publication printing/binding capabilities, and teleconference and boardroom facilities required for the purposes of this assignment. Moreover, we have fully adapted to the new demands for remote work – we have effectively coordinated with clients and continue to produce quality products, despite the disruption posed by the coronavirus disease (COVID-19) pandemic.

Watson's address and contact information are provided below:

Watson & Associates Economists Ltd.
Plaza Three, 101-2000 Argentia Road
Mississauga, Ontario L5N 1V9
Tel: (905) 272-3600 Fax: (905) 272-3602

A more detailed corporate profile is provided in Appendix A.



Robert J. Williams, Ph.D.

Dr. Robert J. Williams is an independent public affairs consultant and a leading Ontario authority on municipal electoral systems. Robert was a faculty member in the Department of Political Science at the University of Waterloo from 1971 until he took early retirement in 2006, and he has been an independent consultant on municipal electoral systems for more than a decade. Robert has participated in various roles in more than twenty electoral and ward boundary reviews in Ontario, either independently or in collaboration with Watson. Robert has appeared as an expert witness at numerous Ontario Municipal Board (O.M.B.) (now known as the Local Planning Appeal Tribunal or LPAT) hearings on municipal electoral arrangements.

2. Project Experience

Our Consultant Team has the expertise and proven experience needed to meet the challenges posed by this assignment. More specifically, we offer the following:

- **Strong track record and experience in conducting electoral and ward boundary reviews in Ontario.** Since 2008, the Consultant Team has collectively completed over a dozen ward boundary reviews in Ontario, including assignments for the Township of Scugog, City of Orillia, Town of Essex, Township of Severn, Town of Milton, and the City of Oshawa. The Consultant Team has developed a strong approach/methodology to completing electoral and ward boundary reviews, which has proven to be highly successful in terms of developing alternatives that have been strongly endorsed by the Councils involved. The studies have encompassed the assessment of the status quo, and the development and evaluation of effective and equitable alternative systems of representation, based on guiding principles that incorporate the overriding principle of effective representation as described by the Supreme Court of Canada in its decision in the 1991 Carter case.¹
- **Technical expertise and experience in population growth forecasting, demographic/socio-economic analysis, and planning.** Over the past three decades, the Consultant Team has prepared hundreds of population forecasts for upper- and single/lower-tier municipalities across Ontario in support of a range of studies, including official plan reviews, growth management strategies and development charge background studies. The Consultant Team has significant experience in assessing seasonal population, and forecasting population growth on a sub-municipal level utilizing geographic information systems (G.I.S.)-based data modelling. The Consultant Team has extensive knowledge of the population growth and demographic and socio-economic trends

¹ Reference re: Provincial Electoral Boundaries (Saskatchewan) [1991] 2 S.C.R. This is often cited as the Carter decision.



and patterns that are affecting the County of Peterborough and the Township of Cavan Monaghan.

- **Extensive experience in public/stakeholder consultation.** The Consultant Team has over 30 years of diverse experience in sensitive public and stakeholder consultation.
- **Extensive experience before the O.M.B./LPAT.** In the event that Council's decision is appealed, Dr. Robert J. Williams has appeared as an expert witness before the O.M.B./LPAT and would be available to provide evidence in support of the review process and the recommendations placed before Council.

Watson and Dr. Robert J. Williams have successfully collaborated on thirteen electoral reviews in municipalities across Ontario since 2009, including assignments for the Cities of Barrie, Hamilton, Orillia, and Oshawa, the Towns of Milton, Essex, Pelham, Bradford West Gwillimbury, and Gravenhurst and the Townships of Clearview, Georgina, Severn, and Scugog. None of our recommended proposals was appealed to the O.M.B.¹ This experience is critical in understanding the needs of Cavan Monaghan and its ability to move forward with a comprehensive and defensible ward boundary review.

Watson, in association with Dr. Robert J. Williams, is currently undertaking ward boundary reviews for numerous municipalities throughout Ontario, including the Cities of Pickering and Guelph, the Municipalities of Central Elgin, Trent Hills, Clarington, and The Nation, as well as the Towns of Caledon and Whitchurch-Stouffville, and the Township of Brock.

Council composition and ward boundary studies completed by our Consultant Team over the past decade (either jointly or independently) are summarized in Figure 1 below. Select project abstracts are provided in Appendix B.

Figure 1 – Relevant Project Experience

Project	Council Composition	Ward Boundary Review
Municipality of Clarington (2020 – in progress)		✓
Town of Caledon (2020 – in progress)		✓
Township of Brock (2020 – in progress)		✓
City of Pickering (2020 – in progress)		✓
Municipality of Trent Hills (2020 – in progress)		✓

¹ With respect to the City of Hamilton Ward Boundary Review, it should be noted that a ward boundary configuration devised by Hamilton City Council itself was appealed to the O.M.B. and set aside. The City was ordered to implement a recommended option developed by Watson and Dr. Robert J. Williams.



Project	Council Composition	Ward Boundary Review
Municipality of Central Elgin (2020 – in progress)		✓
Town of Whitchurch-Stouffville (2020 – in progress)		✓
The Nation Municipality (2020)		✓
City of Guelph (2019 – in progress)	✓	✓
Town of Essex Council and Ward Structure Review (2017)	✓	✓
City of Orillia Ward Boundary Review (2017)		✓
Township of Scugog Ward Boundary Review (2017)		✓
City of Oshawa Ward Boundary Review (2017)	✓	✓
Town of Georgina Review of Council Composition and Electoral Boundaries (2017)	✓	✓
City of Hamilton Ward Boundary Review (2017)	✓	✓
Town of Milton Council Composition and Electoral Structure Review (2016)	✓	✓
Township of Severn Ward Boundary Review (2016)		✓
Township of West Lincoln Ward Boundary Review (2016)		✓
Report for Durham Regional Council Composition Review Committee (2015)	✓	
City of Barrie Ward Boundary Review (2013)		✓
Township of Georgian Bay Ward Boundary Review (2013)		✓
Township of Clearview Electoral Review (2013)		✓
City of Markham Ward Boundary Review (2013)		✓
Town of Pelham Ward Boundary Review (2013)		✓
Town of Oakville Ward Boundary Review (2013)		✓
Town of Bradford West Gwillimbury Ward Boundary Review (2009)		✓
Town of Gravenhurst Ward Boundary Review (2009)		✓
Town of Whitchurch-Stouffville Ward Boundary Review (2009)		✓
City of Windsor Ward Boundary Review (2009)		✓
City of Kitchener Ward Boundary Review (2008)		✓



3. Work Program

3.1 Understanding of Project Scope

Since municipalities experience demographic shifts as a result of new residential development and changes in the composition of their population, electoral arrangements need to be reviewed periodically to ensure that representation remains fair and that electors have an opportunity to select candidates they feel can truly represent them and their neighbours.

The ward boundary review has a number of key tasks, identified in accordance with our understanding of the assignment and past project experience related to similar projects, outlined as follows:

- Develop a clear understanding of the present ward structure in the Township of Cavan Monaghan, and how it compares to those in similar municipalities and to best practices identified in academic and applied research;
- Evaluate the strengths and weaknesses of the present arrangements based on Cavan Monaghan's experiences as identified through information gathered from all members of Township Council and senior staff, and relevant research;
- Develop and conduct an appropriate consultation process in accordance with Cavan Monaghan's public engagement practices to ensure community support for the study and its outcome;
- Prepare population projections to 2030 for the development and evaluation of alternative ward boundaries for the municipal election in 2022, as well as subsequent elections in 2026 and 2030, that achieve the maximum degree of parity possible in each case;
- Identify plausible ward boundary options for the Township based on the results of the consultation process and the technical analysis; and
- Write and deliver reports that will set out alternative ward boundaries to ensure effective and equitable electoral arrangements for the Township of Cavan Monaghan for the 2022 municipal election, based on the principles identified, and that are defensible at the LPAT.

3.2 Quality of Strategy and Approach

The Township of Cavan Monaghan is embarking on a comprehensive and complex study that requires a diverse combination of skills and experience related to this assignment. The key challenge associated with the assignment relates to the ability of the Consultant Team to effectively assemble, analyze, and synthesize research and statistics in a manner that clearly identifies issues with respect to the existing ward boundaries and potential deficiencies. Ultimately, the analysis carried out under this assignment must be used to develop a set of alternative ward boundaries, one of which will be acceptable to Council and the community and, if necessary, the LPAT.



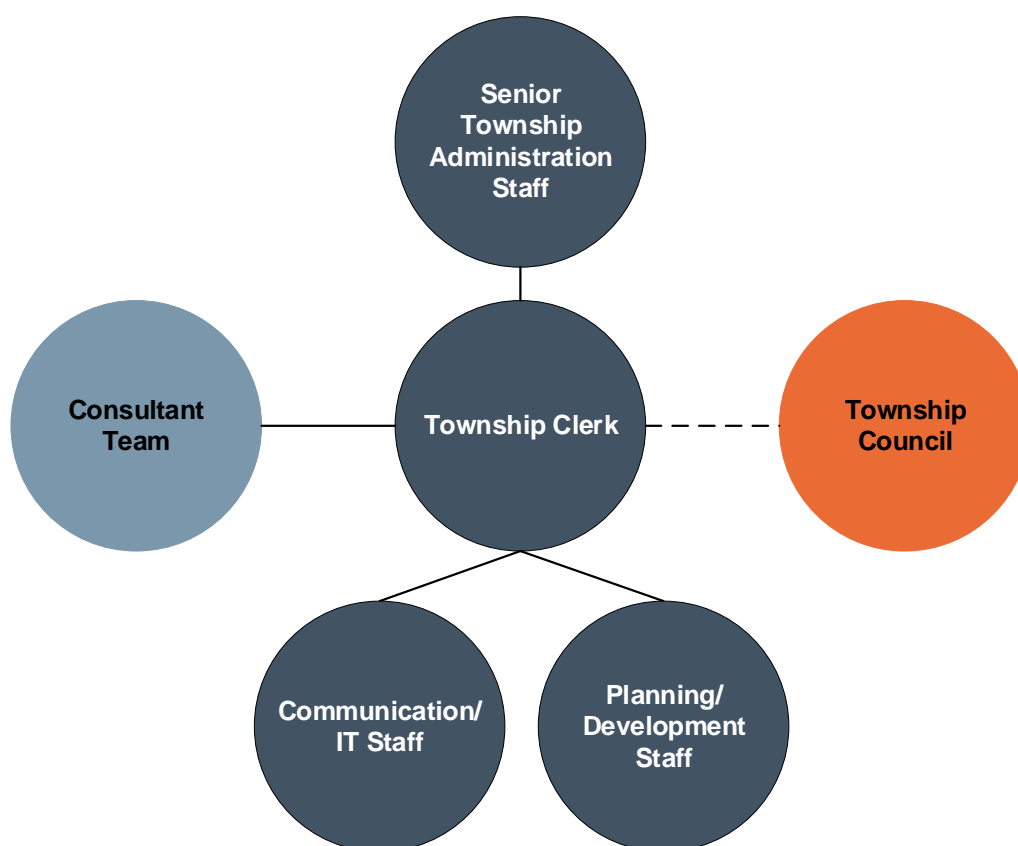
We are sensitive to the high-profile nature of this assignment and the interest that it will generate. As such, we are committed to the successful collaboration with the Township of Cavan Monaghan and relevant stakeholders to ensure that all those involved in the process are confident that the process will be independent and the results acceptable.

The Consultant Team will be responsible for all aspects of the assignment including research, technical analysis, G.I.S. mapping and map exhibit outputs, public/stakeholder facilitation/consultation, the development of ward boundary options and the preparation of reports. The Consultant Team will work with the Township Clerk to ensure that necessary project objectives and timelines are met in accordance with Township policies.

The Consultant Team will rely on the Township (via staff) to provide available background data to support growth modelling work, to oversee the provision of communications and correspondence as required for the study, to maintain a web page on the Township's website devoted to the study, and, if physical-distancing guidelines permit, to provide meeting space for interviews with elected officials and senior staff, and for public consultation.

An organizational chart is provided in Figure 2, below.

Figure 2 – Organizational Chart





Project and Risk Management

We are committed to ensuring the successful delivery of this project on-time and on-budget.

Jack Ammendolia, as the Project Manager, will be responsible for developing and overseeing compliance with the project work plan, ensuring that the Township is informed of all project activities. The plan will include project reporting milestones, schedules, deliverables, quality control measures, communication protocols, budgets, and task assignments.

As with any large, high-profile study, there are several risks that may be encountered that can influence the ability for the process to be completed. As the study progresses, new issues may emerge that can present unforeseen challenges not anticipated by the scope of work. Our approach in this circumstance is to work with the Township Clerk to identify an appropriate path forward.

Quality Control

Our team is committed to ensuring high-quality deliverables and will ensure that Watson's quality assurance processes are applied to all project deliverables. In doing so, deliverables will be reviewed internally by a senior Consultant Team member prior to being submitted to the Township for review.

Watson is committed to producing quality products for our clients and has developed a four-component approach to implementing this commitment. Our quality management program includes the project scope, project schedule, project budget and quality control of deliverables.

Quality control relies on the timely, accurate and complete delivery of client background materials to Watson. Information received will be reviewed with the client relative to underlying assumptions significant to the project deliverables. It is acknowledged that draft reports or advice, whether oral or written, may be subject to further work, revisions, and other factors, which may mean that such drafts are substantially different from any final report or advice issued. Project modelling and reports will be reviewed internally by Watson staff to ensure quality control of final project deliverables.



Public Engagement Strategy

The Consultant Team recognizes the importance of community engagement. Working with Township staff, the Consultant Team will develop a public engagement strategy that will describe key aspects of the engagement process, including purpose, objectives, key stakeholders, key messages, types of notification and communication tools, and timelines.

The purpose of the public engagement component is to engage the people of Cavan Monaghan in a manner that provides valuable input to the evaluation of the status quo and the development of alternative approaches. Throughout the process, residents will also gain knowledge on the study context/background and the key factors that are being considered in the review.

Working collaboratively with Township staff, the Consultant Team will deploy a range of engagement tools to develop awareness and interest in the study. The proposed communication and engagement tools include:

- News releases and advertisements (primary responsibility of Township staff with input from the Consultant Team);
- A dedicated project web page and information to be placed on the Township's website along with a dedicated email address (web page setup and maintenance by Township staff with content input by the Consultant Team). Study reports, maps, and findings are to be posted to the web page as the study progresses. The Township is also expected to use online survey tools to facilitate public/stakeholder input/feedback;
- Public open houses, to be held virtually, if necessary;
- Social media (e.g. Twitter, Facebook), to be used by Township staff with input from the Consultant Team to promote the study;
- Email contact, initiated by Township staff with support from the Consultant Team, to reach out to local residents and business/community associations; and
- Local media to be encouraged to participate in public consultation sessions and report on the study.



Examples of Electoral/Ward Boundary Review Public Consultation Sessions



City of Hamilton
Ward Boundary Review



Township of Clearview
Ward Boundary Review



Town of Milton Council Composition
and Electoral Structure Review



Town of Essex Council and Ward
Structure Review

3.3 Work Plan

We have broken the assignment down into several tasks in accordance with our understanding of the study, as well as our experiences from similar projects. The key tasks of the ward boundary review are detailed below.

Task 1: Project Initiation, Information Gathering and Research

At the outset of the study process, key members of the Consultant Team will meet with the Township Clerk and key municipal staff to discuss details of the proposed



consultation approach and methodology, the scope of the project activities, deliverables and the draft schedule for the project, and will, as well, identify key contacts and establish data collection responsibilities.

Working with Township staff, the Consultant Team will develop a public engagement process that is compatible with the Township of Cavan Monaghan's current practices. The public engagement plan will describe all aspects of the engagement process, including purpose, objectives, key stakeholders, key messages, types of notification and communication materials, creative strategies, and timelines.

The Consultant Team will obtain from the Township relevant documents and information to assist in understanding the context, scope, and issues related to the study as it pertains to technical analysis, public communications, and engagement. The Consultant Team will also undertake research on the present and historical electoral arrangements in the Township of Cavan Monaghan, as well as relevant academic and public policy research on representation.

Task 2: Interviews with the Mayor and Council

The Consultant Team will conduct interviews with the Mayor, deputy mayor, and members of Council. The interviews will be semi-structured, allowing for free-flowing discussion on the issues and opportunities. The discussions are designed to understand and evaluate the operation of the present ward system and to determine what directions might be considered in developing options for the future. Interviews with senior staff at the two main school boards will also be undertaken to understand the implications of changes to the electoral structure.

Interviews are estimated to be no more than one-hour long each.

Task 3: Existing Population and Growth Forecast

One of the basic premises of representative democracy in Canada is the notion that the geographic areas used to elect a representative should be reasonably balanced with one another in terms of population, as an important component of the study will be the assessment of equity. Consistent with past studies of a similar nature, the Consultant Team will make representation by population the starting point for evaluating ward boundary alternatives.

The Township is expected to undergo moderate population growth and population shifts and, for this reason, it is important that the ward boundary review assess not only representation by population under existing conditions (i.e. 2020), but also over the longer-term horizon.

Further, it is suggested that, given the longer-term growth prospects for the Township, the study assess not only representation by population for the municipal election in 2022, but also for at least two additional municipal elections (i.e. 2026 and 2030).



In order to evaluate possible ward structures in terms of representation by population in future years (2022 through 2030), the Consultant Team will develop a detailed population forecast for the Township and its respective wards, settlement areas, and communities using Watson's "household formation" model. The forecast will be derived from local and Peterborough County long-term growth forecasts, updated to reflect recent growth trends.

In order to evaluate the existing ward structure and subsequent alternatives in terms of representation by population in future years, the Consultant Team will develop detailed forecast population growth estimates for the Township's communities through G.I.S.-based data modelling, based on anticipated distribution of housing growth over the forecast period.

The forecast sub-municipal housing and corresponding population growth will be guided by a review of residential development opportunities. It is expected that housing and corresponding population growth will be largely accommodated in new residential development through units in the development approvals process (registered not built, approved, draft approved, and proposed). The location of this development will be plotted spatially in G.I.S., based on data provided by the Township. The timing/phasing of development will be estimated based on a review of the project status and discussions with Township planning staff. The corresponding population, based on the number of housing units anticipated to be constructed during the forecast period and persons per unit by housing type, will be derived and reflected spatially in G.I.S.

The Consultant Team will utilize G.I.S. (ArcGIS 10.6) software to present the existing population (2020), forecast growth (2020 to 2030) and future year 2022, 2026, and 2030 population in a spatial format. G.I.S. will then be utilized to generate ward boundary configuration options and estimate future year populations under each alternative.

Spatial data analysis querying and output, as required in the study, will be communicated in a format that can be easily interpreted by the Township and the public through tables, charts, and map exhibits.

Task 4: Development of Preliminary Ward Boundary Options

Based on the direction of Council, the Consultant Team will develop multiple alternative configurations for Cavan Monaghan, evaluated in terms of the principles identified.

Task 5: Public Consultation

The Consultant Team will consult the public on ward boundary options as possible alternatives, through one public open house held either in the Township, or virtually using a digital communication platform such as Microsoft Teams. Further, through a Township-initiated website, information materials regarding the study will be made available by the Consultant Team and feedback solicited. The Consultant Team will



compile and review the input received from the consultation process, which will inform the development of recommended options.

The public open house is estimated to be two hours in length. The Consultant Team will rely on Township staff to organize the meeting and make logistical arrangements. The Consultant Team will ensure that at least one senior Consultant Team member is present at this session to moderate/facilitate the event.

During the open house component (potentially online), display boards/slides will convey background, process, and contextual information, while the Consultant Team will encourage questions to be raised for either detailed information or basic clarification.

The Consultant Team assumes that the Township will take responsibility in providing Real Time Captioners, American Sign Language Interpreters, Interveners, etc., assistive devices or making documents available in Braille or large print (Clear and Large Print Guidelines), if required.

Task 6: Finalization of Alternatives and Preparation of Final Report

Based on the public consultation feedback, the Consultant Team will finalize the alternatives and will prepare a final report that presents the finalized options, including recommended alternatives. It is anticipated that the findings of the report and recommendations will be presented to Township Council. Once Council has made its decision, a final set of maps will be provided to the Township in support of the necessary by-law.

3.4 Deliverables

The Consultant Team will provide a Detailed Options Report in February 2021, in Microsoft Word and PDF formats. The report findings, along with the final recommendations, will be presented by the Consultant Team to Township Council through a PowerPoint presentation slide deck.

Watson is committed to producing accessible documents that comply with municipal and A.O.D.A. (*Accessibility for Ontarians with Disabilities Act, 2005*) guidelines, including adherence to C.N.I.B. (Canadian National Institute for the Blind) Clear Print guidelines. Watson can provide reports as PDF files that pass the Adobe Acrobat DC Pro Accessibility Checker. In cases where complex data tables are being provided as part of our reports, however, we will discuss any special circumstances with the Township. Often, these complex data tables are included as a separate appendix so that they can be separated from the main document when being published in the public domain (e.g. municipal website) where accessibility is required.



4. Schedule

The project is anticipated to commence in September 2020 and be completed in February 2021. Should this not align with the Township's objectives, we would be pleased to modify the timelines as needed.

Figure 3 summarizes the schedule of project activities, including timelines for proposed meetings with Township staff and stakeholders, and the public open house. Two meetings with Township staff have been scheduled, including an initial start-up meeting in September 2020, and a second meeting in February 2021 to review the draft report. In addition, monthly conference calls between the Consultant Team and key Township staff representatives are anticipated throughout the study process. A final presentation to Council outlining ward boundary options and recommendations can be scheduled in March 2021.

5. Cost Estimate

Based on the work program and deliverables identified, our upset budget estimate for completing a ward boundary review for the Township of Cavan Monaghan is **\$44,010**, inclusive of disbursements but excluding H.S.T. Figure 4 provides the daily/hourly rates for Consultant Team members and an hourly breakdown by project task and team member, including an estimate for disbursements.

Disbursements are invoiced at cost. Billings will be prepared monthly based on work activity for the prior month, with payment anticipated within thirty days.



Figure 3 – Township of Cavan Monaghan Ward Boundary Review Study Schedule

Study Task	September 2020				October				November				December				January 2021				February				March			
1.0 Project Initiation, Information Gathering and Research																												
2.0 Interviews with the Mayor and Council																												
3.0 Existing Population and Growth Forecast																												
4.0 Development of Preliminary Ward Boundary Options																												
5.0 Public Consultation																												
6.0 Finalization of Alternatives and Preparation of Final Report																												
Municipal Staff Meeting	★				☆				☆				☆				☆				☆			★				
Public Open House																												
Deliverables																												

Note: Timeline subject to receipt of all requested data and information at the beginning of the study process.

Meetings

- In-Person Municipal Staff Meeting
- Conference Call with Municipal Staff
- Public Open House



Deliverables

- Draft Report
- Final Report

DR
FR



Figure 4 – Township of Cavan Monaghan Ward Boundary Review Budget¹

Project Item		Watson & Associates Economists Ltd.				Dr. Robert J. Williams	Total Resources by Study Component (Hours)	Total Resources by Study Component (Fees)
		Jack Ammendolia, Director	Erik Karvinen, Manager	Josh Valenti, Consultant	Richard Stassen, Analyst			
Hourly Rates		\$225	\$220	\$145	\$135	\$225		
1.0	Project Initiation, Information Gathering and Research	10.0	2.0	8.0	2.0	10.0	32.0	\$6,370
2.0	Interviews with the Mayor and Council	2.0	-	-	-	10.0	12.0	\$2,700
3.0	Existing Population and Growth Forecast	2.0	6.0	16.0	16.0	-	40.0	\$6,250
4.0	Development of Preliminary Ward Boundary Options	8.0	4.0	14.0	2.0	14.0	42.0	\$8,130
5.0	Public Consultation	18.0	-	4.0	4.0	14.0	40.0	\$8,320
6.0	Finalization of Alternatives and Preparation of Final Report	16.0	2.0	8.0	4.0	20.0	50.0	\$10,240
PROJECT TOTAL	TOTAL HOURS	56.0	14.0	50.0	28.0	68.0	216.0	
	TOTAL FEES (excluding disbursements)	\$12,600	\$3,080	\$7,250	\$3,780	\$15,300		\$42,010
	DISBURSEMENTS (for travel, printing, mapping, long distance and courier)							2,000
	TOTAL FEES AND DISBURSEMENTS (excluding applicable taxes)							\$44,010
	WARD BOUNDARY REVIEW TOTAL FEES AND DISBURSEMENTS (excluding applicable taxes) ROUNDED							\$44,000

¹ Additional meetings and public/Council presentations beyond those identified would be billed on a per diem basis above and beyond the upset budget limit.



6. Consultant Team

To undertake this assignment, we have assembled a Consultant Team that includes proven senior management expertise complemented by technical leads and support staff. The workload of our Consultant Team is appropriately balanced to meet the required timelines of the study.

Our Consultant Team is comprised of staff from Watson and Dr. Robert J. Williams. The core technical team will consist of Jack Ammendolia, Erik Karvinen, and Dr. Robert J. Williams, with support from Josh Valenti and Richard Stassen. As well, should any matters be appealed to the LPAT, senior members of the Consultant Team would be available to serve as expert witnesses in this regard.

The Consultant Team members' qualifications, roles, and responsibilities are detailed below. A curriculum vitae for each Consultant Team member identified below is provided in Appendix C.

Jack Ammendolia, BES, PLE, is a Director at Watson and has been involved in school board planning matters for almost 20 years. He has worked closely with over 40 school boards in Ontario as well as school boards and First Nations reserves across Canada. Jack has managed public engagement processes for a variety of clients and often speaks and presents at community meetings and conferences. Jack is currently co-managing ward boundary reviews for municipalities across Ontario, including the City of Pickering and the Municipalities of Trent Hills, Central Elgin, and The Nation.

Jack will serve as the project manager for the assignment and will oversee all aspects of this assignment.

Erik Karvinen, MCIP, RPP, PLE, is a Manager with Watson. Erik has extensive experience in electoral and ward boundary reviews, demographic and economic forecasting, demographic analysis, growth management studies, employment land strategies and a range of economic studies. He also has a strong background in G.I.S. and has developed innovative approaches to using G.I.S.-based applications in population growth modelling and querying spatial data for the purposes of ward boundary reviews.

Erik has led or has been a key contributor on over one dozen electoral and ward boundary reviews across Ontario since 2009. Erik has served as project manager on seven electoral/ward boundary reviews including a number of high-profile assignments such as the City of Oshawa Ward Boundary Review (2017), City of Orillia Ward Boundary Review (2017), and the Town of Milton Council Composition and Electoral Structure Review (2016). He was also a project coordinator on four ward boundary reviews, including the City of Hamilton Ward Boundary Review (2017) and the City of Barrie Ward Boundary Review (2013).



Erik holds a Master of Urban Planning degree and a Bachelor of Commerce (Honours) degree. He is a registered professional planner and a professional land economist.

Erik will have a pivotal role in the development of electoral and ward boundary alternatives, and will oversee the existing population and demographics analysis, as well as the growth analysis of the assignment.

Robert J. Williams, Ph.D., is a leading Ontario authority in municipal electoral systems. Robert was a faculty member in the Department of Political Science at the University of Waterloo from 1971 until he took early retirement in 2006 and has been an independent consultant on municipal electoral systems ever since. Robert has participated in various roles in more than twenty electoral and ward boundary reviews in Ontario, either independently or in collaboration with Watson.

Robert has independently designed and evaluated electoral systems in nine municipalities and has worked in collaboration with Watson on ward boundary reviews in a further thirteen. He has served in an advisory capacity in several other Ontario municipalities on electoral boundary reviews and has appeared as an expert witness on representation issues at seven O.M.B./LPAT hearings since 2009.

Robert will undertake relevant academic and public policy research on representation and will participate in meetings and interviews with Township staff and Council to gather perspectives for use in the development of alternatives. He will work with Watson to design these alternatives. Robert, in concert with the Consultant Team, will prepare reports and recommendations and will present them to Council.

Josh Valenti, BSc (Hons), GIS (PG), is a Consultant with Watson, primarily in the areas of school board planning and accommodation, demographic forecasting, and growth management studies. Josh has assisted in multiple electoral and ward boundary review assignments for municipalities including the City of Orillia, Town of Essex, and Township of Scugog. He brings strong experience in spatial analysis and G.I.S.-based applications in population growth modelling. Josh's role will be focused around growth forecasting and growth modelling components, along with the preparation of required mapping outputs.

Richard Stassen, MSc., B.A. (Hons), B.F.A., is an Analyst at Watson, supporting our clients in the areas of school board planning and accommodation, demographic forecasting, and growth management studies. He holds a Master of Science degree in Sustainable Urban Planning and Design as well as a Bachelor of Arts (Honours) degree in Economics, and a Bachelor of Fine Arts degree in Music Studies, and has recently published original research in scientific journals. Since joining Watson, Richard has worked on multiple growth and school enrolment forecasting projects and has contributed to our ward boundary reviews for The Nation, the Municipality of Trent Hills, the Township of Brock, and others.



7. Conflicts of Interest

We have reviewed our current projects and confirm that none of the Consultant Team members has a conflict of interest.

8. References

References for the Consultant Team are detailed below. These are projects that were completed during the previous election cycle; more recent references from ongoing projects are available upon request.

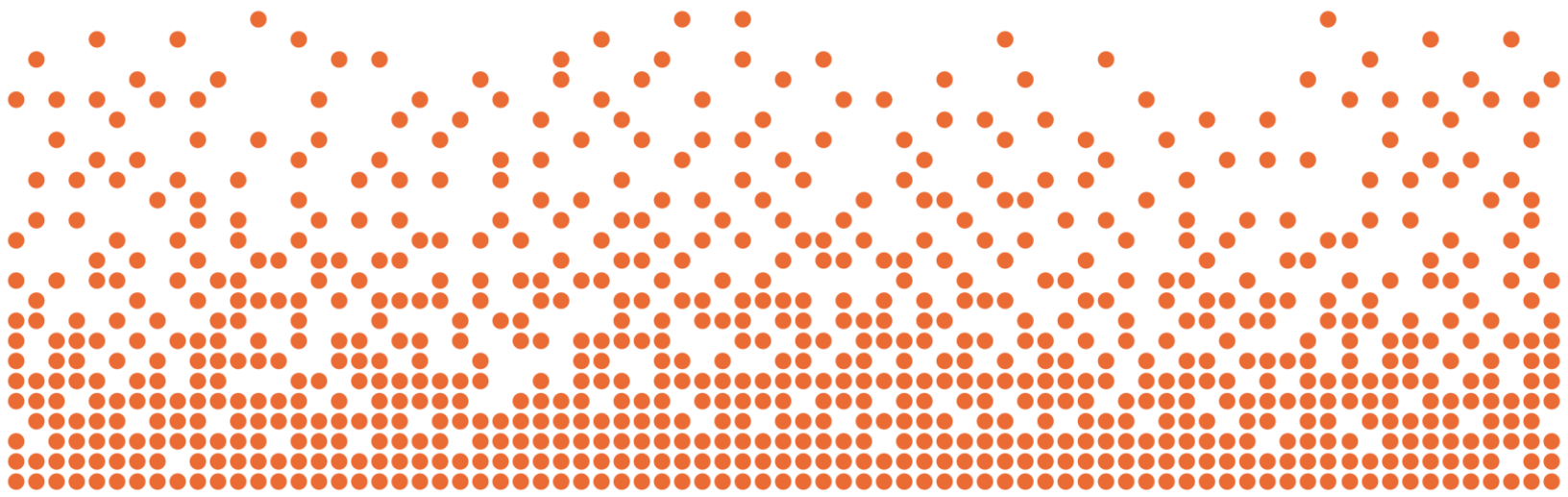
Reference #1	
Client Name	Town of Milton
Project Name	Milton Council Composition and Electoral Structure Review
Project Date and Duration	June to December, 2016
Contact Name and Contact Information	Troy McHarg, Town Clerk 150 Mary Street, Milton, ON L9T 6Z5 T: 905-878-7252 X 2132; E: troy.mcharg@milton.ca
Description of Services Provided	<ul style="list-style-type: none">• Conducted the project in two phases: Phase 1 – Council Composition Review, and Phase 2 – Ward Boundary Review;• Reviewed the existing council composition and recommended an option for Milton Council to accommodate two additional Regional Councillors in accordance with the <i>Municipal Act, 2001</i>;• Evaluated the strengths and weaknesses of the present system based on the principles;• Developed and conducted an extensive consultation process in accordance with the Town of Milton's public engagement practices;• Prepared population projections for the development and evaluation of alternative ward boundaries for the 2018 and 2022 Municipal Elections; and• Prepared a series of reports that set out potential council composition arrangements and alternative ward boundaries to ensure effective and equitable electoral arrangements for the Town of Milton, based on the principles identified.
Value of Project	\$64,000 (excluding H.S.T.)



Reference #2	
Client Name	Township of Severn
Project Name	Township of Severn Ward Boundary Review
Project Date and Duration	March to October, 2016
Contact Name and Contact Information	Sharon Goerke, Clerk 1024 Hurlwood Ln, Orillia, ON L3V 6H4 T: 705-325-2315 X 232; E: SGoerke@townshipofsevern.com
Description of Services Provided	<ul style="list-style-type: none">• Evaluated the strengths and weaknesses of the present system based on the guiding principles adopted for study;• Developed and conducted a consultation process in accordance with the Township of Severn's public engagement practices;• Prepared population projections (including seasonal population) for the development and evaluation of alternative ward boundaries for the 2018, 2022, and 2026 Municipal Elections; and• Prepared a series of reports that set out alternative ward boundaries to ensure effective and equitable electoral arrangements for the Township of Severn, based on the principles identified.
Value of Project	<ul style="list-style-type: none">• \$30,000 (excluding H.S.T.)



Reference #3	
Client Name	Town of Essex
Project Name	Town of Essex Council and Ward Structure Review
Project Date and Duration	October 2016 to August 2017
Contact Name and Contact Information	Robert Auger, Manager of Legislative Services/Clerk 33 Talbot St. S., Essex, ON N8M 1A8 T: 519-776-7336 X 1132; E: rauger@essex.ca
Description of Services Provided	<ul style="list-style-type: none">• Conducted the project in two phases: Phase 1 – Council Composition Review, and Phase 2 – Ward Boundary Review;• Reviewed and confirmed the method of election for the position of Deputy Mayor, size of Council and continued use of a ward system;• Evaluated the strengths and weaknesses of the present system based on the principles;• Developed and conducted an extensive consultation process in accordance with the Town of Essex's public engagement practices;• Prepared population projections for the development and evaluation of alternative ward boundaries for the 2018, 2022, and 2026 Municipal Elections; and• Prepared a series of reports that set out potential council composition arrangements and alternative ward boundaries to ensure effective and equitable electoral arrangements for the Town of Essex, based on the principles identified.
Value of Project	\$49,000 (excluding H.S.T.)



Appendix A

Corporate Profile

CORPORATE PROFILE

Watson & Associates Economists Ltd. (Watson) is one of Canada's leading economic consulting firms. Established in 1982, we offer a comprehensive range of fiscal planning and policy services to clients in government and the private sector throughout Ontario and beyond.

Our unique and dynamic team of specialists has assisted clients from over 250 municipalities, utilities and school boards, as well as private industry, and senior levels of government, to frame their financial and economic strategies.

Watson is widely recognized as a leading authority on the fiscal aspects of the municipal government sector. The firm has earned its reputation for quality of analysis, as well as pragmatic and insightful interpretation of the issues we manage. We are well known for achieving results that translate into successful outcomes for our clients.

“We are well known for achieving results that translate into successful outcomes for our clients.”

OUR PHILOSOPHY

At Watson, we firmly believe that professional expertise, wide experience with local issues and the provincial legislative environment, and an understanding of client expectations are the basic fundamentals for analyzing issues and securing the desired results.

With every assignment, we strive to identify the strategies that are best suited to meeting the challenges facing our clients. Since 1982, our integrated team of financial and economic specialists has provided quality research and analytical expertise to clients. In that time, we have built long-term relationships with a broad range of municipal, provincial and school board clients, who value our judgment and advice.

Also, Watson has numerous working relationships with major law firms, planning and engineering companies, with whom we also work on multi-disciplinary assignments.

“We strive to identify the strategies that are best suited to meeting the challenges facing our clients.”



OUR SERVICES

We offer our clients a broad range of economic forecasting and financial planning services to help them plan for their future. Our main areas of specialization include:

MUNICIPAL, SCHOOL BOARD AND UTILITY FINANCIAL POLICY STUDIES

- Financial and economic impact assessment for major projects and new development areas
- Municipal capital and operating budget policy
- User rate studies (i.e. water, wastewater, stormwater, solid waste, development processing and building permits)
- Long range planning for school accommodation
- Asset management and PSAB
- Water and wastewater financial plans (O.Reg.453/07)

DEVELOPMENT CHARGE POLICY

- Municipal, utility and education development charges, including research and calculation of the charge, by-law adoption process, expert witness testimony, front-end financing, subdivision agreement links and implementation matters

DEVELOPMENT MARKET AND DEMOGRAPHIC FORECASTING STUDIES

- Forecasts, feasibility studies and land needs assessment for a variety of land uses
- Population, household, non-residential space and employment forecasts
- Growth management studies

SERVICE MASTERPLANNING AND ECONOMIC ASSESSMENT

- Assessment of long-term service needs
- Present value costing and financial affordability evaluation for major undertakings
- Property value impact and compensation policy
- Business, employment and other economic impacts

LOCAL GOVERNMENT RESTRUCTURING AND GOVERNANCE

- Assessment of options and strategies
- Service evaluation and financial impact analysis
- Benchmarking and performance measurement
- Asset and liability distribution
- Ward boundary reviews

Our goal is to do the very best for our clients. We are determined to produce outstanding results by taking advantage of the most appropriate computer modelling, analytical techniques and up-to-date databases and research available. At Watson, our vision is to continue to strive for excellence. We endeavour to go beyond our clients' expectations of service and establish ourselves as the leading provider of top-quality economic consulting services in our selected markets.



Electoral and Ward Boundary Reviews

Background

How does the electoral arrangement in your municipality measure up?

Does it deliver fair representation conducive to good government?

Is the electoral system aligned with the size, diversity and complexity of your municipality?

A municipal electoral review may be warranted if the population of a municipality has changed by more than ten percent since the present ward boundaries were established or the population of at least one of the wards varies by more than 25% from the average population per ward. Electoral arrangements may also need to be reviewed if the present ward boundaries were set as part of an amalgamation and may no longer be relevant as the municipality has matured.

Expertise

Conducting an independent electoral review will help mitigate the politicization of the study and maximize the potential for a successful outcome.

Watson, in association with Dr. Robert J. Williams, a leading authority in municipal electoral systems, has the expertise and experience to deliver a comprehensive electoral review for your municipality.



Expertise
cont'd

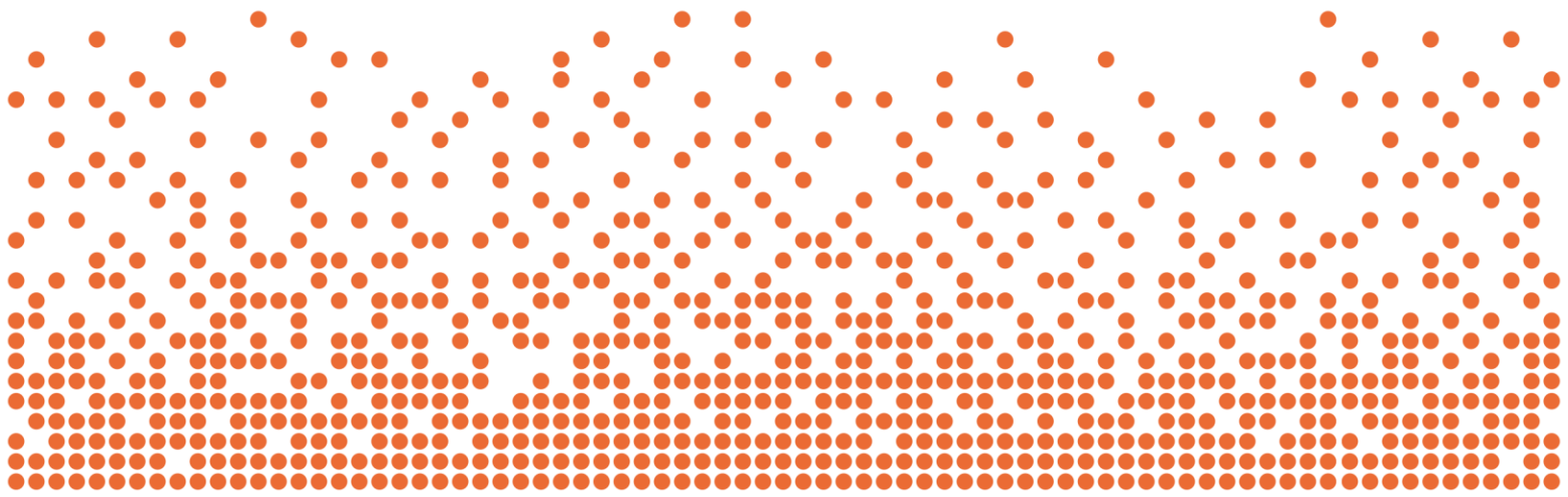
Contrary to popular belief, neither the Ministry of Municipal Affairs nor LPAT (formerly the OMB) has established criteria for conducting an electoral review.

Our Team has developed a proven framework and process for conducting electoral reviews which is guided through case law.

Team

Our electoral and ward boundary review specialists include:

- Gary Scandlan, Managing Partner & Director
- Jack Ammendolia, Managing Partner & Director
- Erik Karvinen, Manager
- Byron Tan, Senior Consultant
- Josh Valenti, Consultant



Appendix B

Relevant Project Experience

Project Experience

Council Composition and Electoral Structure Review

Client: **Town of Milton**

Contact: **Troy McHarg**, Town Clerk
Tel. (905) 878-7252

Budget: \$64,000

Duration: August 2016 to December 2016

Project Manager: Erik Karvinen
Watson & Associates Economists Ltd.

Sub-Consultant: Dr. Robert J. Williams



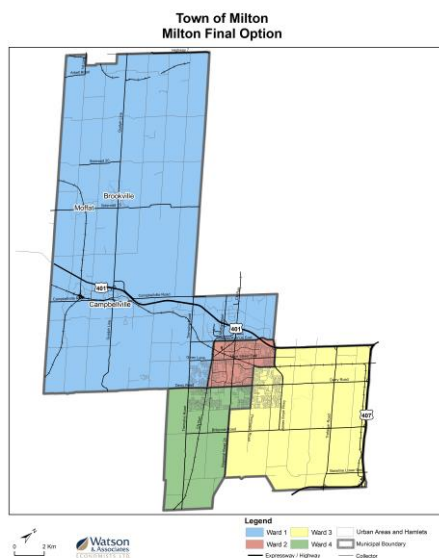
Watson & Associates Economists Ltd., in association with Dr. Robert J. Williams, was retained by the Town of Milton to conduct a Council Composition and Electoral Structure Review.

The study has been organized into two phases:

- Phase 1 – Council Composition Review; and
- Phase 2 – Electoral Structure Review.

Phase 1 of the study examined the existing Council composition, and presented and evaluated several alternatives for Milton Council to accommodate two additional Halton Regional Councillors in accordance with the Municipal Act. Council reached a decision on this matter in June, 2016.

Phase 2 of the project explored alternative ward boundary options in the search for effective and equitable electoral arrangements for the Town of Milton, based on the guiding principles endorsed for the study. This included interviews with members of Town Council, population and growth forecasting and data modelling to 2022, development of preliminary ward boundary options, and public consultation. Four ward boundary options were developed including one recommended option which, along with a final report, was presented to Council for their consideration.



Work Performed

- Population trends analysis and growth modelling for wards
- Development of Council composition and ward boundary options and recommendations
- Public and stakeholder consultation



Watson & Associates
ECONOMISTS LTD.



Plaza Three
101-2000 Argentia Rd.
Mississauga, Ontario L5N 1V9
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Fax: (905) 272-3602
www.watsonecon.ca

Project Experience

Ward Boundary Review

Client:	Township of Severn
Contact:	Sharon Goerke, Clerk Tel. (705) 325-2315 X 232
Budget:	\$30,000
Duration:	2016 to 2017
Project Manager:	Erik Karvinen Watson & Associates Economists Ltd.
Sub-Consultant:	Dr. Robert J. Williams



Watson and Associates Economists Ltd., in association with Dr. Robert J. Williams, was retained to undertake a Ward Boundary Review for the Township of Severn. The Review was initiated to assist Council in evaluating the strengths and weakness of its current wards system and to identify plausible modifications to that system to ensure effective and equitable electoral arrangements for the Township, based on a set of seven identified principles.

Severn's ward system was established when the Township was created in 1994 within the restructured County of Simcoe. Council is comprised of seven members, including the Mayor and Deputy Mayor elected at-large, and five Councillors elected in five wards.

Severn Township's permanent population increased by 39% between 2011 and 2016, along with moderate growth in seasonal population. This population growth created some inequalities in ward-to-ward populations which are expected to be exacerbated through future residential development in settlement areas in the southern part of the Township.

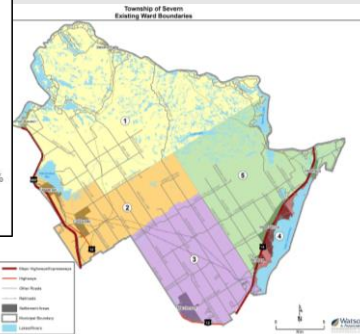
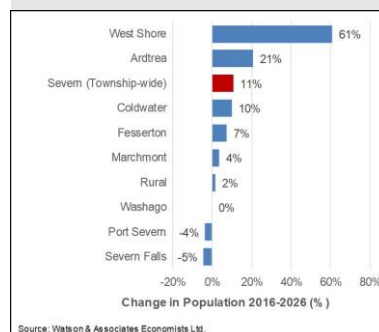
Baseline population and ten-year population forecasts and a G.I.S.-based growth modelling analysis were prepared by the Consultant Team, and a number of draft ward boundary configuration alternatives were developed and tested in the light of the population outputs. Four preliminary ward alternatives were presented and discussed at two public engagement open houses in August, 2016 where comments from the community were solicited.

The evidence collected strongly suggested that the existing ward boundary configuration does not meet the expectations of the guiding principles and is less workable in the future. The Review concluded that the Township would be better served by an alternative configuration.

Two Options were presented to Council that successfully addressed shortcomings identified in the present system by providing wards that are better balanced in population now and over the next three elections and offer better effective representation than the current ward structure.

Work Performed

- Permanent and seasonal population trends analysis and growth modelling
- Development of ward boundary options and recommendations
- Public and stakeholder consultation



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Project Experience

Council and Ward Structure Review, 2017

Client: **Town of Essex**

Contact: Robert Auger, Manager of Legislative Services/Clerk
Tel. (519) 776-7336 X 1132

Budget: \$49,000

Duration: 2017

Project Manager: Erik Karvinen
Watson & Associates Economists Ltd.

Sub-Consultant: Dr. Robert J. Williams



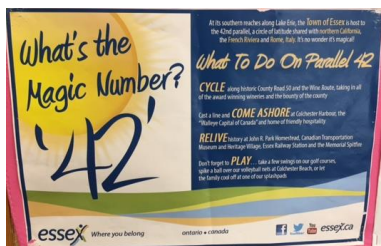
Watson & Associates Economists Ltd., in association with Dr. Robert J. Williams, was retained to undertake a Council Composition and Ward Boundary Review for the Town of Essex. The Review was initiated to assist Council in determining (a) how to fill the position of Deputy Mayor; (b) whether to change the composition of Town Council; and (c) whether to maintain the existing ward structure (established when the municipality was created by Ministerial order in 1997) or to adopt an alternative arrangement.

The Review included extensive research on the alternatives for electing a Deputy Mayor in place across Ontario, interviews with all members of Council and a public consultation process to solicit input on the electoral system in Essex.

A Background Paper was prepared for the first round of public consultation that set out potential directions for the structure of Town Council and an Interim Report set out the information collected from the public. Council decided that the position of Deputy Mayor would, in future, be determined by a vote of electors and that the composition of Council and method of election (in wards) would not be changed.

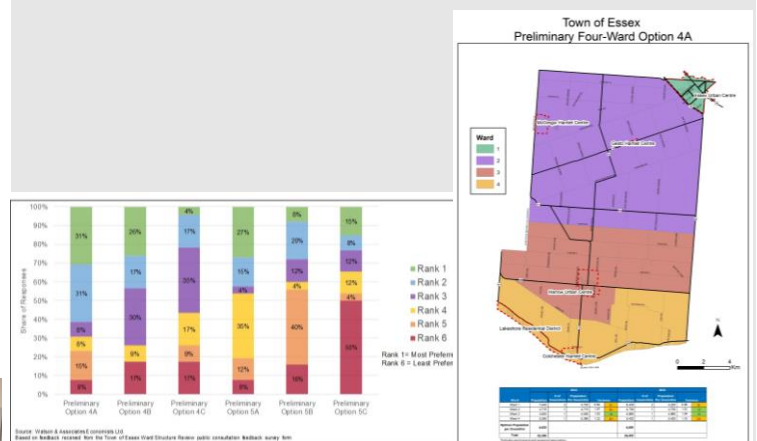
Preliminary alternative options for five and four wards were developed and taken to the public for assessment. These alternatives were developed around guiding principles adopted by Council and reflected the present and future distribution of the Town's permanent and seasonal populations. A Final Report placed two options before Council based on the feedback received through public consultation, technical analysis and further refinement. The Consultant Team believed that either choice would be defensible in the event of an appeal to the Ontario Municipal Board.

Ultimately, Council determined not to implement new ward boundaries.

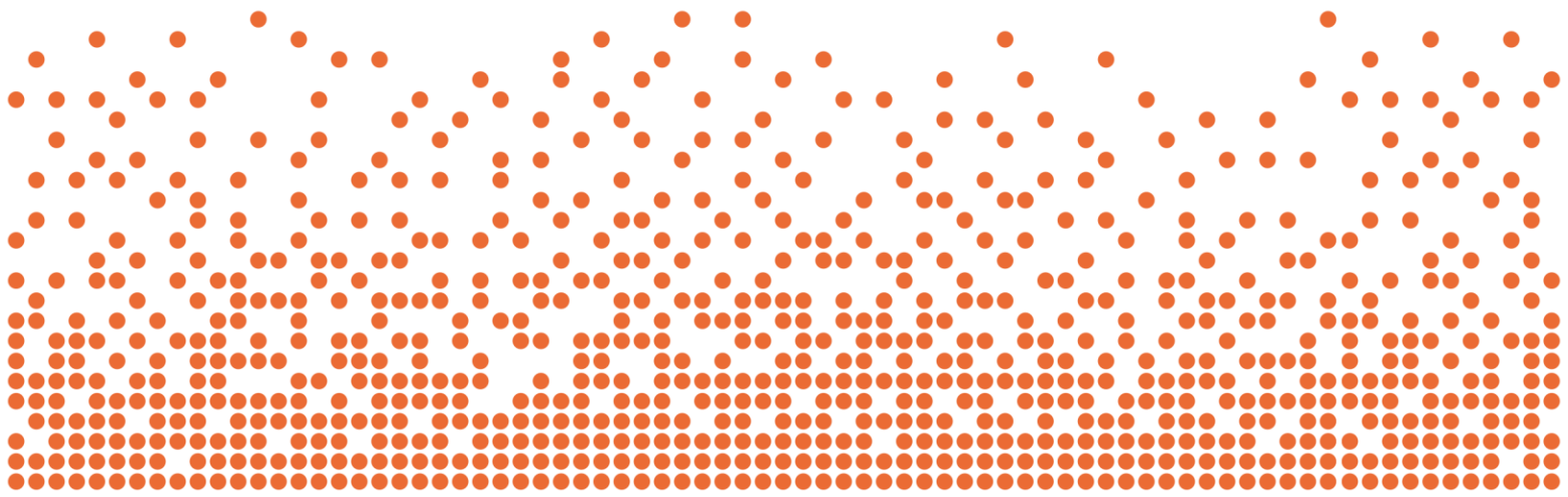


Work Performed

- Council composition review
- Population trends analysis and growth modelling
- Development of ward boundary options and recommendations
- Public and stakeholder consultation



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Appendix C

Curricula Vitae

Jack Ammendolia, BES, PLE

Managing Partner and Director, Education



Jack specializes in school board planning and the study of school-age demographics, including facility and capital planning, education development charges, pupil accommodation reviews, capital priority business case submissions and enrolment forecasting. He regularly leads seminars and facilitates discussion around school board funding and education matters.

Since 1999, Jack has worked with school boards across Ontario and Canada, as well as First Nations communities and federal agencies like Indigenous and Northern Affairs Canada. He is also involved with community-based social services, such as Bruce Grey Child and Family Services, and Community Foundation Grey Bruce.

In addition, Jack manages ward boundary reviews for municipalities across Ontario, which requires him to coordinate a multi-disciplinary team consisting of demographers, planners, political/social scientists, public engagement specialists and other staff.

In 2018, Jack and Jamie Cook, Director of Land Economics at Watson, developed the Research, Data Collection & Analysis course for Seneca's Sustainable Planning & Development program. The course is foundational for students interested in starting or advancing a career in sustainable land-use planning and community development.

EDUCATION

1997, University of Waterloo, School of Urban and Regional Planning, Faculty of Environmental Studies
Bachelor of Environmental Studies (Honours)



EMPLOYMENT HISTORY

Current

Managing Partner and Director, Watson & Associates Economists Ltd.

- Involved in school board planning and the study of school-age demographics
- Leads community meetings and workshops related to pupil accommodation reviews
- Manages and coordinates ward boundary reviews, and participates in the public consultation process

Part-Time Faculty, Seneca College, York University Campus

- Research, Data Collection & Analysis course for the *Sustainable Planning & Development* program

2007-2012

Founder and President, The Ammendolia Group (acquired by Watson in 2012)

- Specialized in school board facility and capital planning, education development charges, demographic analysis and enrolment forecasting for school boards throughout Ontario.

1999-2007

Senior Consultant and Project Manager, Watson & Associates Economists Ltd.

- Supported the areas of school board planning and accommodation.

PROFESSIONAL CERTIFICATIONS

- Professional Land Economist (PLE)

PROFESSIONAL AFFILIATIONS

- Member, Council for Educational Facilities Planners International (CEFPI)
- Member, Ontario Land Economist Association
- Member, Urban Land Institute
- Past Member, Canadian Institute of Planners

EXPERTISE

- Long term accommodation planning
- Education development charges (EDC)
- Pupil accommodation reviews (PAR)
- Capital priority business case submission
- Enrolment projections and demographic studies
- Ward boundary reviews

Erik Karvinen, MCIP, RPP, PLE

Manager



Erik is a Professional Land Economist and Registered Professional Planner with Watson & Associates Economists Ltd.

Erik has extensive experience in demographic and economic growth studies, growth management strategies, industrial/employment studies, ward boundary reviews, real estate market studies, economic impact assessments and feasibility analysis.

Over the past decade, Erik has played a pivotal role in a range of economic and planning studies completed for municipal clients across Canada. These studies have explored issues related to long-term residential and non-residential land needs, market trends, competitiveness, financial feasibility and strategic policy recommendations.

EDUCATION

2000, McGill University

Master of Urban Planning, Transportation and Land Use Planning

1997, Queen's University

Bachelor of Commerce (Honours), Marketing and Economics

EMPLOYMENT HISTORY

Current

Manager, Watson & Associates Economists Ltd.

- Manages and coordinates a broad range of projects including growth management studies, employment lands strategies, real estate market studies and economic impact assessments.
- Engages in demographics and economic forecasting, technical analysis and data modelling.

2006-2008

Partner and Co-founder, Magnus Minerals Ltd.

- Managed GIS mapping, database management and marketing.



EMPLOYMENT HISTORY cont'd

2004-2006

Self-employed Consultant

Provided transportation planning and GIS-based mapping services.

2002-2004

Transportation Planner, David Plummer & Associates

- Managed and prepared traffic impact studies, due diligence reports and travel surveys.

PROFESSIONAL CERTIFICATIONS

- Canadian Institute of Planners (CIP)
- Professional Land Economist (PLE)
- Registered Professional Planner (RPP)

PROFESSIONAL AFFILIATIONS

- Member, Association of Ontario Land Economists
- Member, Canadian Institute of Planners
- Member, Ontario Professional Planners Institute

EXPERTISE

- DC growth forecasts
- Economic impact of development
- EDC growth forecasts
- Employment lands strategies
- Enrolment projections and demographic studies
- Feasibility studies
- Intensification studies
- Municipal competitiveness
- Municipal financial planning and policy
- Real estate market studies
- Ward boundary reviews

Josh Valenti, BSc. (Hons), GIS (PG) Consultant



Josh joined Watson in 2017 after several years of education and work experience refining his knowledge of data management and spatial analysis techniques.

He is an asset to Watson and our clients in the areas of school board planning and accommodation, demographic forecasting and growth management studies.

EDUCATION

2015, Niagara College

GIS: Geospatial Management, Post-Graduate Certificate

2014, Brock University

Bachelor of Science (Honours), Physical Geography

EMPLOYMENT HISTORY

Current

Consultant, Watson & Associates Economists Ltd.

- Supports the areas of school board planning and accommodation, demographic forecasting and growth management studies.

2015-2017

Asset Management and GIS Analyst, Urban and Environmental Management Inc.

- Developed and managed spatial and non-spatial databases for all ongoing projects.
- Analyzed environmental/spatial data to help inform decision-making processes.
- Developed detailed maps, reports and methodologies.

2014-2015

Project Manager and GIS Analyst, Niagara College Thesis

- Analyzed meteorological and environmental data within the Holland Marsh and surrounding areas to identify trends in variables.
- Used geospatial techniques in the Holland Marsh River to identify potential areas of increased nutrient loading, and watershed areas with an excess or deficit of water.



EMPLOYMENT HISTORY cont'd

2013-2015

Geospatial Research Assistant, Brock University

- Researched and analyzed water quality and the effects of beneficial management practices (BMPs) on the surrounding watershed.
- Used GIS software to conduct spatial analysis of BMP trends across the watershed to determine their relation to water quality issues.

ACADEMIC JOURNALS

- Baird, J., Jollineau, M., Plummer, R., Valenti, J. (2016). Exploring agricultural advice networks, beneficial management practices and water quality on the landscape: A geospatial social-ecological systems analysis. *Land Use Policy*, 51236-243.

EXPERTISE

- Business cases
- Education financial and capital planning
- Pupil accommodation reviews
- Education development charges
- EDC growth forecasts
- Employment lands strategies
- Enrolment projections and demographic studies
- Growth management studies
- Intensification studies
- Municipal competitiveness
- Municipal comprehensive reviews
- Office market studies
- Official Plan reviews
- Retail market studies
- Secondary Plan growth forecasts
- Ward boundary reviews

Richard Stassen, M.Sc.

Analyst



Richard joined Watson in 2019 with a strong background in market and retail location analysis, GIS, urban planning and demographics.

Richards's capabilities make him an asset to Watson and our clients in the areas of school board planning and accommodation, demographic forecasting, ward boundary reviews and growth management studies.

EDUCATION

2018, Royal Institute of Technology (KTH), Stockholm, Sweden
Master of Science, Sustainable Urban Planning and Design

2016, Concordia University, Montreal
Bachelor of Fine Arts, Integrative Music Studies

2011, Concordia University, Montreal
Bachelor of Arts, Economics (Honours)

EMPLOYMENT HISTORY

Current

Analyst, Watson & Associates Economists Ltd.

- Supports the areas of school board planning and accommodation, demographic forecasting, ward boundary reviews, and growth management studies.

2017-2019

Freelance Consultant: Research, Analytics, and Urban Planning

- Provided research and analysis for a realty advisor, a development corporation, an architectural firm and a Canadian non-profit organization.
- Prepared proposals and presentations.
- Completed a planning justification report that facilitated a development proposal, proving it was consistent with planning objectives laid out in government and municipal legislation.
- Solved logistic problems and effectively coordinated with colleagues in other countries.



EMPLOYMENT HISTORY cont'd

2018

Academic Research, Royal Institute of Technology (KTH), Stockholm, Sweden

- Assisted an associate professor with various research-related and administrative tasks.
- Collected, prepared, and analyzed research data.
- Edited academic papers and compiled literature reviews.

2009-2016

Market Analyst, Loblaw Properties Ltd. – Provigo Quebec – Real Estate

- Worked with data collected through customer surveys to produce maps depicting trade areas and network market shares.
- Implemented market studies to help assess the viability of proposed projects. Produced sales estimates comparing prospective projects to existing stores.
- Maintained a market database.
- Presented store and market data clearly using Excel and MapInfo.
- Prepared PowerPoint slides for meetings.

ACADEMIC JOURNALS

- Stassen, R. & Ceccato, V. (2020). Environmental and Wildlife Crime in Sweden from 2000 to 2017. *Journal of Contemporary Criminal Justice*.
- Stassen, R. & Ceccato, V. (2019). Police Accessibility in Sweden: An Analysis of the Spatial Arrangement of Police Services. *Policing: A Journal of Policy and Practice*.

EXPERTISE

- School board financial and accommodation planning
- Pupil accommodation reviews
- Capital Priorities Funding business cases
- Education development charges
- Employment lands strategies
- Enrolment projections and demographic studies
- Growth management studies
- Intensification studies
- Official Plan reviews
- Retail market studies
- Secondary Plan growth forecasts
- Ward boundary reviews

Robert J. Williams, PhD

Consultant

Robert J. Williams was an active member of the Department of Political Science, University of Waterloo, from 1971 until his early retirement at the end of 2006. During that time, he primarily taught courses in the Canadian politics field with emphasis on parliament and parties, plus courses on provincial, Ontario and municipal government and politics.

In retirement, Dr. Williams has been engaged independently or with Watson & Associates Economists Ltd. to conduct or advise on ward boundary and electoral system reviews in more than twenty-five Ontario municipalities. He has testified as an expert witness before the Ontario Municipal Board (now known as the Local Planning Appeal Tribunal) in fifteen cases involving electoral arrangements.

Robert has served as Municipal Integrity Commissioner for the Township of Wilmot since 2013 and for the Town of Erin from 2014 to 2018 and was appointed to the Region of Waterloo Municipal Elections Compliance Audit Committee in 2006, 2010, 2014 and 2018.

EDUCATION

1973, University of Toronto
PhD, Political Science

1967, McMaster University
M.A., Political Science

1966, McMaster University
Honours B.A. Economics and Political Science

EMPLOYMENT

1971-2006
Department of Political Science, University of Waterloo,

2007 to present
Professor Emeritus, Department of Political Science, University of Waterloo

RELEVANT PROFESSIONAL ACTIVITIES

2006-2007

Member, Academic Reference Group, Ontario Citizens' Assembly on Electoral Reform

2008-2018

Consultant on municipal representation

- Independent ward boundary reviews: Kitchener, Markham, Milton, New Tecumseth, Oakville, Uxbridge, West Lincoln, Whitchurch-Stouffville, Windsor
- Ward boundary reviews in conjunction with Watson: Barrie, Bradford West Gwillimbury, Clearview, Essex, Georgina, Gravenhurst, Hamilton, Milton, Orillia, Oshawa, Pelham, Scugog, Severn
- Advisor to municipal clerk on ward boundary matters: Ajax, Brantford, Georgian Bay, Kawartha Lakes, Kingston, Wilmot
- Advisor to private citizens: East Gwillimbury, Kearney, Killarney, Prince Edward County, Vaughan
- Advisor to Nova Scotia Utility and Review Board to provide an analysis of political representation issues in Halifax and Cape Breton Regional Municipalities
- Advisor to Regional Council Composition Review Committee, Region of Durham
- Expert Witness, Ontario Municipal Board Hearings, on fourteen occasions between 1982 and 2017 and once before the Local Planning Appeal Tribunal (2018)

PUBLICATIONS

- "Governance: Report to the Working Group on Local Government Reform," Regional Municipality of Waterloo, June 1996. (with T.J. Downey)
- "Provincial agendas, local responses: the 'common sense' restructuring of Ontario's municipal governments," *Canadian Public Administration*, 41:2 (Spring 1998), 210-238. (with T.J. Downey)
- "Reforming Rural Ontario," *Canadian Public Administration*, 42:2 (Spring 1999), 160-192. (with T.J. Downey)
- "Democratic Renewal: Time to start taking municipal elections seriously," *Municipal World*, March 2005, 31-33, 44.
- "Report to the Nova Scotia Utility and Review Board in relation to the Cape Breton Regional Municipality Boundary Review Application," November 24, 2010.
- "Report to the Nova Scotia Utility and Review Board in relation to the Halifax Regional Municipality Boundary Review Application," December 29, 2010.
- "The Problem of 'Future Population Trends' in Designing Ward Systems in Ontario," *Municipal Monitor* (Association of Municipal Managers, Clerks and Treasurers of Ontario), Fall 2012, 16-19.
- ". . . we think it is the last time" *Municipal World*, November 2012, 39-42.
- "Vote Early and Vote Often: Asymmetrical representation and the concept of electoral equality" (Part 1), *Municipal World*, November 2014, 31-32.

- “Vote Early and Vote Often: Asymmetrical representation and the concept of electoral equality” (Part 2), *Municipal World*, December 2014, 23–24, 36.
- Report for Durham Regional Council Composition Review Committee, September 2015.

EXPERTISE

- Municipal electoral systems
- Municipal council composition
- Ward boundary reviews