



TORONTO CATHOLIC DISTRICT SCHOOL BOARD

FOR CONSULTANT SERVICES FOR THE PROVISION OF A WARD BOUNDARY REVIEW

DATE OF SUBMISSION: June 2, 2017

| CANADIAN URBAN INSTITUTE | BEATE BOWRON ETCETERA | THE DAVIDSON GROUP |



LETTER OF INTRODUCTION



Peter Halsall
Executive Director

June 5, 2017

Angelo Sangiorgio
Associate Director of Planning and Facilities
Toronto Catholic District School Board
E: angelo.sangiorgio@tcdsb.org

Dear Mr. Sangiorgio:

Re. TCDSB Ward Boundary Review

As a follow-up to our meeting on May 31, 2017, the Canadian Urban Institute (CUI), in partnership with Beate Bowron Etcetera and The Davidson Group, is pleased to submit a brief work plan related to providing consulting services to the Toronto Catholic District School Board for a Ward Boundary Review.

We can draw upon our combined team expertise in conducting ward boundary reviews with Ontario cities and school boards over the last ten years.

We look forward to the opportunity to support the TCDSB in this important and timely work. Should you have any questions, please contact Lisa Cavicchia at lcavicchia@canurb.org or 416-365-0816 ext. 223.

A more detailed workplan would have to be developed with the TCDSB to settle on a detailed costing. However, we can approximate the cost of this workplan at about \$40,000 for our services. Any expenses related to printing, meetings, advertisement, accessibility and translation/interpretation if required are not included in this amount.

Sincerely,



1 CORPORATE EXPERIENCE & QUALIFICATIONS

1.1 Company Profiles

CANADIAN URBAN INSTITUTE

CUI is Canada’s applied urban policy institute. Our mandate is to build wisdom and inspire leadership for healthy urban development. As a non-profit, non-partisan organization, CUI acts with integrity, impartiality and a commitment to achieving positive change.

Broadly, our work supports decisions that sustain economically, socially and environmentally resilient communities. We work in partnership with members of our extensive networks in the private, public, academic and civil society on projects in support of evidence-based decision-making about urban issues.

We are experienced in providing services to Municipal, Provincial and Federal governments. Recent government clients include: the cities of Barrie, Burlington, Calgary, Fredericton, Kingston, London, Mississauga, Markham, Toronto, Vaughan; Large Urban Mayors Caucus of Ontario; the Regions of Waterloo and York; the Ontario Growth Secretariat; Ontario Ministry of the Environment; Ontario Ministry of Tourism, Culture and Sport; Natural Resources Canada; and Department of Foreign Affairs, Trade and Development Canada.

The Canadian Urban Institute has been in continuous operation for 27 years, since 1990. CUI currently has 10 staff in Canada. In 2015, CUI had gross revenues of \$4.1 million.

Address: 30 St. Patrick Street, Suite 500, Toronto, ON M5T 3A3; **Phone:** (416) 365-0816; **Web:** www.canurb.org

BEATE BOWRON ETCETERA INC.

Beate Bowron Etcetera Inc. is a Toronto-based consultancy established in 2003. The firm provides consulting services in: urban planning; public involvement, conflict resolution and consensus building; ward boundary reviews; climate change adaptation planning; and international development. The firm is a sole practitioner that partners with other consultants or organizations for specific projects. Beate Bowron is a Fellow of the Canadian Institute of Planners and a Registered Professional Planner in Ontario. Major clients of the firm have included the City of Ottawa, York Region District School Board, the City of

TCDSB Ward Boundary Review

Toronto, the City of Vaughan, The Davidson Group, Natural Resources Canada, Ontario Growth Secretariat, Canadian Institute of Planners, Canadian Urban Institute, and the Government of Guyana.

Address: 525 Manning Avenue Toronto, ON M6G 2V8. **Phone:** (416) 537-0717

THE DAVIDSON GROUP INC.

The Davidson Group Inc. is a consultancy based out of Bayfield, Ontario that was established in 1999. The firm provides advisory services related to ward boundary reviews, rural land use planning, climate change adaptation planning, local economic development, public involvement and international development. The firm is a sole practitioner with no employees and establishes partnerships with other companies for specific projects. Dr. Gary Davidson is a Fellow of the Canadian Institute of Planners and a Registered Professional Planner in Ontario. Major clients of the firm in recent years have included the City of Ottawa, York Region District School Board, the City of Toronto, the City of Vaughan, Natural Resources Canada, Ontario Growth Secretariat, Canadian Institute of Planners, Beate Bowron Etcetera, Canadian Urban Institute and the Government of Guyana.

Address: 6 Euphemia Street, Bayfield, ON, N0M 1G0 **Phone:** (519) 955-4503

1.2 Experience Providing Similar Services

Members of our Project Team have over 10 years demonstrated experience conducting ward boundary reviews for School Boards and Ontario municipalities. During the past 5 years, our Project Team has been involved in two major ward boundary review exercises. From 2014 to 2016 our Project Team was engaged in the Toronto Ward Boundary Review (TWBR). This review was completed in September 2016 and finalized by Toronto City Council in March 2017. During 2016 and 2017, our team also completed a ward boundary review for the City of Vaughan.

In 2003 the Ontario Ministry of Municipal Affairs retained Dr. Gary Davidson to provide professional evidence at an Ontario Municipal Board (OMB) hearing on a new ward boundary system for the City of Ottawa. In 2004/2005 Gary and Beate Bowron completed a ward boundary review for the City of Ottawa and defended the resulting ward structure successfully in front of the OMB.

In 2011/2012 Gary Davidson and Beate Bowron, in partnership with Gladki Planning Associates, undertook a Trustee Determination and Distribution review for the York Region District School Board (YRDSB).

The Project Team has gained valuable experience in conducting ward reviews in large urban areas through our work in Ottawa, York Region, the City of Toronto and the City of Vaughan. All these reviews have involved significant public involvement components.

CUI, Gary Davidson and Beate Bowron have also recently been contracted by the Toronto District School Board to undertake a Trustee Ward Review.

1.3 Key Project Team Members



Project Manager, Lisa Cavicchia, Canadian Urban Institute

Lisa would be the single point of contact for the project. Lisa’s responsibilities include developing work plans and budgets, managing project finances, managing staff and sub-contractors, performing quality assurance on all deliverables, ensuring compliance with the TCDSB’s contract for services, and providing progress reporting. Lisa would also supervise the web-based survey that is part of the public involvement process.

Relevant Project Experience in this Role: Toronto Ward Boundary Review, Vaughan Ward Boundary Review, 2015 Canadian Infrastructure Report Card, Local Governance Support Program for Local Economic Development in the Philippines.



Project Lead & Public Consultation Expert, Beate Bowron FCIP, RPP, Beate Bowron Etcetera Inc.

Beate would be the main person responsible for content matters relating to the Ward Boundary Review. She would also be responsible for the face-to-face stakeholder and public consultation component of the project. Together, with Gary Davidson, she would interview Trustees and stakeholders to gather input into and feedback on the various proposed options. Beate would facilitate the meetings with the public, stakeholders and Trustees and analyze the results of the web-based survey.

Relevant Project Experience in this Role: Toronto Ward Boundary Review, York Region District School Board Trustee Determination & Distribution Study, Vaughan Ward Boundary Review, Ottawa Ward Boundary Review.



Political Scientist & Effective Representation Expert, Dr. Gary Davidson FCIP, RPP, The Davidson Group Inc.

Gary would be responsible for carrying out the analysis of the TCDSB’s current ward system and the development of options for any re-aligned system. He would ensure that any recommended ward configuration meets the legal tests of effective representation as defined by the courts and the OMB. Gary together with Beate would attend all public meetings, stakeholder sessions and Trustee interviews to gather first-hand input on issues such as the relative importance of school and student distribution versus the number of separate school electors, ward historical perspectives, and the other items that comprise effective representation. Since Gary would bear primary responsibility for designing options and verifying that any recommendation can withstand OMB and possibly court challenges, participation in the public consultation process is essential for any testimony on these matters.

Relevant Project Experience in this Role: Toronto Ward Boundary Review, York Region District School Board Trustee Determination & Distribution Study, Vaughan Ward Boundary Review, Ottawa Ward Boundary Reviews.

2 SCOPE OF SERVICES & WORK PLAN

2.1 Understanding of the TCDSB's Challenge

Recently, Toronto City Council approved a new ward boundary alignment. Designed to last until the municipal election of 2026 and possibly beyond, this alignment contains 47 wards and alters the boundaries of most of the current wards. The TCDSB must use Toronto's new wards as the geographic basis of any new Trustee Wards. This will mean combining a number of municipal wards to form Trustee Wards. Trustee Wards must be geographically contiguous.

Unlike a municipality which has complete flexibility to determine new wards, school boards are bound by the Education Act and its regulations. There are four critical criteria that constrain the TCDSB in developing its Trustee Determination and Distribution Report (D&D Report). These are:

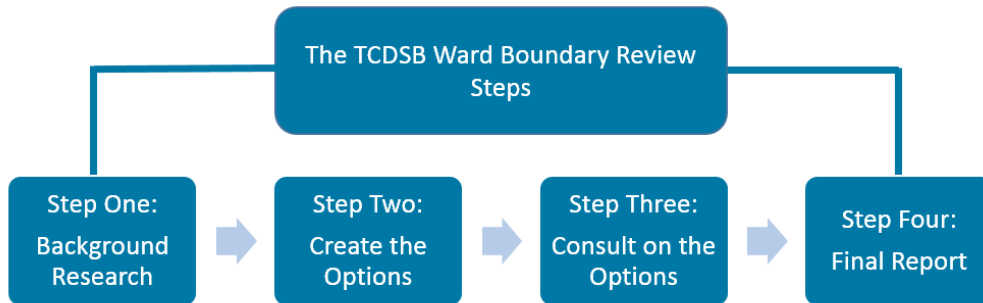
- Regulations under the Act determine the number of trustees
- Municipal ward boundaries must be followed
- School Board wards must be geographically contiguous
- Time lines for D&D Reports and approvals are set out in Regulations under the Act

The City of Toronto passed the Bill establishing its new wards in March 2017 and 'technical amendments' to the Bill in April 2017. The City intends to implement the new system for the 2018 elections. Currently the bills establishing the new wards are under circulation to determine if anyone wishes to launch an appeal to the Ontario Municipal Board. The appeal period ends on June 12, 2017. To-date, six appeals have been submitted to the City.

The TCDSB must react to this situation, which contains some uncertainty, within a limited time frame. It must undertake its ward review studies, adopt a new Trustee Ward alignment and submit it to the Minister for approval by the end of March 2018.

2.2 Work Plan

Our approach to a Ward Boundary Review for the TCDSB includes 4 key steps. The steps include 2 rounds of consultations, the creation of options, feedback on the options and the development of a recommended option.



STEP 1: BACKGROUND RESEARCH

The Project Team would start by reviewing selected background material, including available information on the distribution of elementary and secondary schools, current and projected number of students and TCDSB electors.

We would also review appropriate information from other public and Catholic school boards' recent work on D&D reports.

The extensive research conducted by our Project Team into ward boundary determination and effective representation, during the initial phase of the Toronto Ward Boundary Review, would be available for the TCDSB Ward Boundary Review.

Also, during Step 1, in cooperation with TCDSB staff, we would generate a list of interested people and stakeholders that may want to participate in the project. This list would be used to email information, meeting notices and reports. Step 1 would include one meeting with senior staff to finalize the work plan.

STEP 2: CREATE THE OPTIONS

The second step in the process is to create options for new Trustee Ward boundaries that meet the tests for effective representation. Input for this step would come from a meeting with Trustees and another meeting with stakeholders. This face-to-face input and the research from Step 1 would provide the information required to prepare the options report.

The Project Team would meet with senior staff to review the options report before the next step commences. Step 2 would include a total of three meetings.

STEP 3: CONSULT ON THE OPTIONS

Following the development of the options, Step 3 seeks input and consults on the options. The project would be advertised through the TCDSB's website.

There would be three main avenues for public consultation and input:

- 2 public/stakeholder meetings, which would start with an open house and then move into a public meeting format, generally lasting three hours; meetings would be held in accessible locations;
- Web-based survey and information campaign. Many residents prefer the convenience of providing web-based input on public issues. Our experience has been that a web-based platform for public consultation is equally as important as public meetings; and
- 2 meetings to allow Trustees to review and discuss the options.

Numerous sub- tasks are required to mount an effective public consultation campaign on the options. Explanatory information on the project for inclusion in the TCDSB's webpage must be prepared, meetings scheduled, media advertising placed (if any), and a survey designed to receive feedback and rank the options. We would work closely with senior staff and TCDSB Communications staff on all of these issues.

Based on the information generated during the consultation phase, the options would be evaluated and a preferred option identified. Step 3 would include a total of five meetings

STEP 4: FINAL REPORT

Based on the feedback on the options, a final report would be developed. This report would cover the entire project and would recommend a single ward configuration for the TCDSB. Our experience is that during the discussion of the options, refinements are proposed that improve the options and lead to a refined, preferred option.

A draft report would be discussed with senior staff. A final report would then be submitted to the TCDSB's Corporate Services Committee for discussion and, finally, to the Board. Step 4 includes a total of three meetings.