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**Consultant Services for Council Composition, Ward Boundary  
Review and Deputy Mayor Selection Study for the Town of Pelham**

Prepared by:

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Prepared in response to:

Request for Proposals for Consultant Services for Council Composition, Ward  
Boundary Review and Deputy Mayor Selection Study

Reference Number: 2023-CS-01 PLN 04-23

June 28, 2023

On behalf of Andrew Sancton Consulting, we are pleased to submit our proposal for your Council Composition, Ward Boundary Review and Deputy Mayor Selection Study. Our team combines decades of expertise in researching and reporting on municipal government with extensive experience conducting reviews of municipal ward boundaries and council structures, including municipalities with distinct urban and rural communities, as well as those experiencing significant urban growth.

Our Lead Consultant, Dr. Andrew Sancton, is Canada's leading academic authority on municipal government, and has probably been more involved in determining more electoral boundaries in Ontario than any other person. Our Project Manager, Dr. Tim Cobban, is formerly an award-winning professor of Political Science at Western University, a longstanding collaborator and colleague of Dr. Sancton. We have successfully completed several reviews of municipal ward boundaries and council structures in the past decade.

Together, we provide unmatched expertise in researching and analyzing municipal governance structures in Canada. We have the resources and the experience to deliver a final project that will be unrivalled in its accuracy, depth, thoroughness, and insight.

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# **1. INTRODUCTION**

Since its creation in 1970 as a lower-tier municipality in the Regional Municipality of Niagara, the Town of Pelham has been governed by a seven-member council, with a mayor elected at-large, and six councillors elected through three wards. The ward boundaries remained largely unchanged until 2013, when they were redrawn following a ward boundary review. Since then, neither the ward boundaries nor the composition of council composition has been systematically reviewed.

The proposed Council Composition, Ward Boundary Review, and Deputy Mayor Selection Study differs from many others recently conducted elsewhere in Ontario in that it includes the composition of council, as well as ward boundaries. The current council structure and ward boundaries must be evaluated and considered against a wider array of alternatives. The longstanding ward system could be modified, for example, by making relatively minor adjustments to the existing boundaries, or altered significantly by changing the number of wards and thus the size of council, or eliminated altogether in favour of electing councillors by general (at-large) vote. The scope of the project also includes the selection process for the role of deputy mayor. The project is broad and complex.

Fortunately, our consultant team is well-equipped to handle this important assignment. As we describe in detail below, we are experts in municipal government, with a long and successful history in providing advice to municipalities on important governance issues. We also have extensive experience in designing and conducting public engagement exercises on local electoral systems, and performing ward boundary reviews for Ontario municipalities.

## **2. STATEMENT OF QUALIFICATIONS**

In accordance with the requirements of this Request for Proposals [RFP], we have assembled a Consultant Team through Andrew Sancton Consulting that includes Dr. Andrew Sancton and Dr. Tim Cobban. For the purposes of this proposal submission, Andrew Sancton Consulting is the proponent, with Dr. Sancton serving as the Lead Consultant and Dr. Cobban as the Associate Consultant and Project Manager.

Our Consultant Team for this project comprises two political scientists with remarkable expertise in municipal government, and a strong track record of success in conducting electoral reviews and advising municipalities on important governance issues, including council structures. Dr. Andrew Sancton is widely regarded as Canada's leading academic authority on municipal government. Dr. Timothy Cobban is an established expert in local government, and longstanding colleague of Dr. Sancton's. Together, we have the depth of expertise and experience to undertake a study of this scope within the proposed timeline.

We have the proven ability and expertise to meet the challenges of each component of this study.

More specifically, we are pleased to offer the following:

- **Excellent track record in conducting reviews of municipal ward boundaries in Ontario.** Since 2008, our Consultant Team has completed numerous ward boundary reviews and studies of municipal council governance structures. This includes municipalities whose territories encompass distinct urban and rural communities, and also municipalities which have a large number of “seasonal residents.” Through our academic backgrounds and our experience in working directly with municipalities, we have developed an approach to conducting ward boundary and council composition reviews that is both rigorous in its approach and sensitive to local concerns. None of our boundary recommendations have been appealed to the Ontario Municipal Board (OMB)/Ontario Land Tribunal (OLT).
- **Extensive experience in stakeholder consultation and conducting public meetings.** As experts in local government, our Consultant Team has a deep background in both the theory and practice of public consultation, including soliciting and incorporating input from stakeholders and conducting public meetings on sensitive local issues. We have decades of experience in designing and delivering public engagement exercises on numerous issues related to municipal governance. Trained educators, our approach combines our experience with industry best practices.

In addition to the above, we highlight in particular our work on four projects similar in size and scope to the proposed study:

- **Council Composition Review, District Municipality of Muskoka (2017)**

The District Municipality is an upper-tier municipality north of York Region in Ontario. This was a challenging assignment because lower-tier representation on the District Council had not been adjusted since the District was established in the 1970s. The main issue was the extent to which “seasonal residents” should be included in the population numbers for the different lower-tier municipalities. Before making our recommendations, we carried out extensive research concerning how this issue is treated in other jurisdictions. After our preliminary report, we held one public meeting before presenting our final report. The project involved: a preliminary report; public consultations in different parts of the municipality; an online survey; interviews with councillors and senior managers; and a final report. The approximate value of the project was \$25,000.

- **Ward Boundary Peer Review, Town of Ajax (2017)**

This project involved performing a peer-review of staff-led ward boundary review project. From November 2016 to March 2017, Andrew Sancton and Tim Cobban jointly undertook research for the project, including surveys of relevant jurisprudence and OMB decisions and an analysis of

population projections being used to determine ward boundary models. The approximate value of the project was \$8,000.

- **Electoral Review, Town of East Gwillimbury (2016)**

This project involved a comprehensive review of the electoral system in East Gwillimbury. We were asked to investigate and provide recommendations on several issues:

1. Whether to maintain at-large elections for councillors
2. Appropriate boundaries (because we recommended abolishing the at-large system)
3. The size of the council
4. Whether there should be an elected deputy mayor
5. Whether ranked ballots should be introduced.

Research included surveys of relevant studies and jurisprudence; interviews with council members and senior staff; and public consultation sessions. Population projections were developed and mapped using Census and building development data. From August to December 2016, Tim Cobban and Andrew Sancton jointly undertook research for the project, delivering their final report in mid-December. The approximate value of the project was \$30,000.

- **Independent External Governance Auditor, Regional Municipality of Niagara (2018-19).**

This project involved a wide-ranging governance review, involving multiple reports to Regional Council. One of our tasks was to review the level of representation of each constituent municipality on Regional Council. In our *Fact Book* (September 2018) and in our *Third Report* (March 2019) we explained how this issue was addressed in other upper-tier municipalities and ended up recommending a form of weighted voting (permitted by Section 218 (3) of the *Municipal Act*) that more closely adhered to the principle of representation-by-population. We conducted extensive interviews with councillors and senior managers during this project and held one well-attended public meeting. Any possible action on our recommendations was delayed because of the provincial government's Regional Governance Review, which was announced at about the same time as our work on the representational system was being concluded. The work was complicated by the fact that Regional Council made substantial additions to our mandate while we were carrying out the project. The approximate value of the project, after additional mandates from Regional Council, was \$100,000. Dr. Sancton served as the Lead Consultant, and Dr. Cobban as the Associate Consultant.

- **Council Composition and Ward Boundary Review, Municipality of Lambton Shores (2020)**

This project involved reviewing council structures and ward boundaries in Lambton Shores, a predominantly rural municipality with several urban centres and a significant number of seasonal residents. In addition to reviewing ward boundaries, we were also asked to investigate and recommend options for the role of deputy mayor.

Research included reviews of relevant studies and jurisprudence, particularly concerning local electoral boundaries and seasonal residents. Population projections were developed using Census and building department data, and mapped using GIS software. Interviews were conducted with members of council and senior staff. Despite the challenges of coping with the COVID-19 pandemic, public meetings were held. A project webpage was developed and an online survey was administered. The approximate value of the project was \$40,000.

### **3. WORK PROGRAM**

#### **3.1 PROJECT UNDERSTANDING AND APPROACH**

We have closely reviewed the Terms of Reference for the RFP. We are confident that we fully understand the context of the project and its importance, as well as the key components and objectives. Based on this understanding, and our past experience on similar projects, we identify the following key tasks for the Council Composition, Ward Boundary Review, and Deputy Mayor Selection Study:

- Develop a clear understanding of the composition of council, which we assume includes the number of councillors, the method of electing councillors (either through wards or at-large), and the selection of the deputy mayor. Evaluate its strengths and weaknesses, and develop suitable alternative structures.
- Evaluate the present ward system. Evaluate its strengths and weaknesses, using criteria that consider the principles of effective representation, municipal population growth trends and projections, and physical features such as natural boundaries, and equal representation and voter parity by population.
- Develop suitable alternatives to the present ward system and council structure, including the selection process for the role of deputy mayor. Evaluate their strengths and weaknesses in comparison to the current system, using the developed criteria.
- Design and conduct an appropriate consultation program in accordance with the Town's public engagement practices and industry best practices, and with respect to any prevailing public health guidelines on social distancing.
- Prepare and deliver written reports that describe and evaluate the present council

structure, ward system, and selection of deputy mayor, present alternative models, and provide our professional recommendation(s) to ensure equitable, effective electoral arrangements in the Town of Pelham.

We will be responsible for research, analysis, public and stakeholder consultation, evaluation of the present electoral system and possible alternatives, and the preparation and delivery of both a preliminary report and a final report.

We will rely on Staff to provide relevant documents and data; to oversee the provision of printing services, communications, and correspondence required for the study; to develop and maintain a webpage for the project; and to provide suitable space for our stakeholder interviews and public consultation sessions.

## 3.2 WORK PLAN

To meet the challenges of this project, we have organized the project into four distinct phases.

- Phase 1: The project is launched, with our team working closely with staff to finalize project details and initiate public consultation processes. Research and data collection commence.
- Phase 2: We conduct our preliminary analysis of the present composition of council and ward system. The present electoral system is described. Criteria for assessing municipal electoral systems are developed, including consideration of the concept of “effective representation.” Alternative models are developed for the purposes of comparative evaluation. A Preliminary Report is written and submitted to staff to ensure factual accuracy.
- Phase 3: The consultations are carried out. Interviews are conducted with key stakeholders, including the Mayor and members of Council. Public consultation sessions are held, with extra time allotted for community and business associations.
- Phase 4: The final analysis is undertaken. The information obtained through the consultations are integrated into the analysis. A final report is written and submitted to Council for approval.

Below, each phase is subdivided into discrete tasks. Deliverables are identified, and the roles of each consultant are clarified, as are the contributions expected by staff.

### *3.21 Phase 1: Project Launch*



### Task 1.1 Establish Project Parameters

Our first task is to meet with senior staff to discuss all aspects of the project. We will refine the project's tasks and activities, as necessary, to meet your needs and deliver an exceptional review. Key contacts will be identified and introduced, and workflows will be established, along with data collection responsibilities. Both Andrew Sancton and Tim Cobban will attend this initial meeting.

Working with the Town Clerk and senior staff, we will develop a public engagement plan that builds on the Town's current best practices. This plan will detail all aspects of the engagement process. This includes the objectives, key stakeholders, and audiences, messaging, and communication and notification materials.

We propose using news releases, social media, and traditional media advertisements to notify citizens of the review, the value of their input in the process, and the various ways in which they can contribute. These will be the primary responsibility of the Town, but we will provide valuable assistance in tailoring the message and targeting key stakeholders.

We also propose the development of dedicated project webpage, hosted by the Town on its website or another comparable forum, and developed by your employees to conform to your existing templates. Further, we propose expanding the website to allow two-way communication by appending a short on-line survey concerning the review. We will supply the content, and rely on staff to implement the survey and collect the incoming data. Analysis, of course, is our responsibility.

Finally, we will schedule our public consultation sessions. We propose two public meetings to be held in Pelham, as we describe in detail below. But the number of the meetings can be easily scaled to suit the Town's needs. Both Andrew Sancton and Tim Cobban will collaborate on this task.

### Task 1.2 Documentary Research

Much of our initial research will involve documentary work. There are OMB/OLT cases to review, along with academic studies, and of course the Town's Official Plan, Secondary Plans, Master Plans, and other important policies and plans, including the 2022 Niagara Official Plan. We will proceed on two fronts.

First, through senior staff, we will obtain relevant documents, policies, and information related to the Town's council structure and ward system. This will provide the necessary context for understanding how council and the ward system function. Although both members of the Consultant Team are familiar with the area, staff will provide additional information helping us identify the municipality's communities, geographic areas, and prominent physical features.

Second, we will conduct a thorough review of relevant scholarly literature, academic studies,

jurisprudence, OMB/OLT decisions, and any other sources deemed appropriate and applicable. Guided by the proposed principles for this review, we will develop a conceptual framework that can be applied to municipal ward systems and boundaries. Given their overlapping expertise in scholarly research and analysis, this review will be jointly conducted by Andrew Sancton and Tim Cobban.

### *3.22 Phase 2: Preliminary Analysis*

#### Task 2.1 Population Analysis

Working again through senior staff, we will compile data on the Town's population, including its geographic concentration and projected growth through to 2034. Our goal will be to develop equitable ward boundaries that can be in place for the 2026, 2030, and 2034 elections. Our approach uses 2021 Census dissemination block population and housing data, and updates it to 2023 using data from municipal staff on any recent residential building occupancies. Using GIS software, we develop a spatial analysis of the current population at a fine geographic level. Then, we develop growth projections by building a model that incorporates Census population and housing data along with input from the Town's building and planning staff. These projections are then combined with our spatial analysis of the current population to form the population base in designing appropriate boundaries.

#### Task 2.2 Evaluation of Existing Ward Boundaries and Council Structures

Working together, our consultant team will evaluate the extent to which the current ward structure provides for effective and equitable representation. Our analysis will apply the principles of representation of population, balancing current populations settlement patterns with projected trends, using geographic and topographic features as natural boundaries, respecting communities of interest, and equal representation and voter parity.

We will also examine the extent to which the composition of council appears to be serving the needs of the citizens of Pelham. There can be no academic theory or analysis of "best practices" on the optimal size of a municipal council, or on the ideal method for electing councillors or selecting deputy mayors. But we will summarize existing academic literature on the subject, identify recent trends in comparable municipalities, and consider how they might relate to the composition of Pelham's council.

#### Task 2.3 Development of Alternative Council and Ward Boundary Structures

Based upon our analysis of the existing council and ward boundary model and population data, we will develop a small number of alternative models for consideration. We anticipate that these will likely include a modest re-alignment of the existing boundaries, changes to the existing size

of council (by adding or subtracting one or two councillors, possibly through the creation of one or two additional wards) with suitable ward boundaries, and an at-large council. But much will depend on our research.

#### Task 2.4 Preliminary Report

This task constitutes a key milestone for the project. The report will follow a logical format, beginning with a description of the council structure currently in place in the Town, progressing through criteria for assessing municipal electoral systems generally, and providing a tentative assessment of how successfully the council structure and ward system perform, both currently and under the strains of the predicted trends in future population settlement patterns. Alternative structures will be introduced, ranging from modest changes to the existing ward boundaries to more significant departures from the status quo involving changing the number or wards or eliminating them altogether in favour of an at-large system. The written report and corresponding map exhibits will be jointly prepared by Andrew Sancton and Tim Cobban, and submitted to staff to ensure factual accuracy. The Preliminary Report will then be formally presented to Council.

### *3.23 Phase 3: Consultation*

#### Task 3.1 Key Stakeholder Interviews

We will begin with personal interviews with the Mayor and members of Council—seven interviews in total. The interviews will be semi-structured, and approximately one hour in length. Our purposes will be two-fold. First, we will be developing an understanding from members of council on how the current ward system operates and functions. Second, we will explore alternative council structures and ward boundary configurations, and seek input and feedback on the models proposed in our Preliminary Report. There will also be opportunities for interviewees to pose questions and share their views.

In addition to our interviews with members of council, we also propose conducting interviews with senior staff, including the Clerk and Chief Administer Officer. In our experience, senior staff generally have unique and valuable perspectives on how council structures function.

Both consultants will be present during all interviews. We will rely on staff to schedule and arrange the interviews, and to provide appropriate meeting space.

#### Task 3.2 Public Information Sessions

Public consultation is an indispensable component of any legitimate governance review. Given its importance, we propose conducting two public engagement sessions. These sessions will be approximately three hours in length, with an additional hour allotted for staging. We propose conducting these sessions in early 2024.

We will rely on staff to organize these meetings and make the necessary logistical arrangements. We also assume that the Town will be responsible for providing any and all language translation services or accommodations, in accordance with its established policies and procedures for such public meetings. Finally, we will also rely on the Town to have staff present to provide any additional assistance with registration and facility management.

The format for these public engagement sessions follows best industry practices. The sessions will begin with a brief open house as attendees arrive. Visual displays (posters, exhibits, and maps) will be presented to provide important background information on the Town's ward system and ward boundary reviews in general. We will circulate among the attendees, introducing ourselves, initiating dialogue while also answering questions and elaborating on the objectives of the Review.

The open house will be followed by a short presentation that introduces the project. We will explain why such reviews are necessary, and the important role of public consultation in the process. We will identify and explain the guiding principles in designing electoral boundaries, and ask attendees to consider the extent to which the current ward boundaries fulfill their needs.

Following the presentation, attendees will be invited to discuss the current ward boundaries, reflect on their strengths and weaknesses, and consider alternative configurations. They will be encouraged to discuss their ideas in small groups, while we circulate among them, fielding questions and stimulating debate. The session will conclude with a short survey that anonymously records their views for later analysis.

Dr. Sancton and Dr. Cobban will jointly conduct the public consultation sessions.

### *3.24 Phase 4: Final Analysis*

#### Task 4.1 Final Analysis

Our final analysis will incorporate the large quantity of information generated through our consultations with the key stakeholders and the community. We will tabulate and analyse the responses to the surveys administered online and during the public engagement sessions. These surveys will not be representative, but they will yield valuable information, helping identify trends and themes that will guide our final analysis. The same will also be true for the qualitative data resulting from our semi-structured interviews, which we will integrate and synthesize and use to inform our recommendations. The results of both analyses will be summarized and included in the Final Report.

#### Task 4.2 Final Report

Once prepared, a draft of the Final Report will be shared with staff for their comments and suggestions, focusing on the factual accuracy of the Report. The Report will summarize our analysis of the existing council and ward boundary structures and present alternative models that merit Council's consideration. The Report will also include a summary of our documentary and technical analysis, along with the results of our community engagement. The Final Report will also include our professional recommendation of the ward structure that best provides for equitable and effective representation in the Town of Pelham.

Once input from the Town's staff has been received and incorporated, the Final Report will be presented to Council.

## **4. SCHEDULE**

We have assumed that the project will commence in September 2023. Accordingly, we have devised a project schedule that provides an expected completion date of May 2023. We are flexible, however, and are willing to consider an alternative or accelerated timeline, should that be required. Figure 1 summarizes the schedule of project activities by task, and by level of effort for each Consultant. The Key Timelines by Phases and Tasks follows below.

### **Phase 1: Project Launch**

Task 1.1 – Project parameters (September 2023)

Task 1.2 – Documentary research (September 2023)

### **Phase 2: Preliminary Analysis**

Task 2.1 – Population analysis (October 2023)

Task 2.2 – Evaluation of existing ward boundaries and council structures (October 2023)

Task 2.3 – Development of alternative council and ward boundary models (Nov. 2023)

Task 2.4 – Preliminary Report (December 2023)

### **Phase 3: Consultation**

Task 3.1 – Stakeholder interviews (January 2024)

Task 3.2 – Public consultation (February-March 2024)

### **Phase 4: Final Analysis**

Task 4.1 – Final analysis (April 2024)

Task 4.2 – Final Report (May 2024)

## **4.1 PROJECT MEETINGS**

We will have ongoing contact with staff throughout the Review. We anticipate a regular flow of

information and dialogue between key staff members and ourselves. In addition, we will provide bi-weekly status updates to the Town's project team by telephone or video-conference. More formally, we have also scheduled three meetings with municipal staff at critical stages in the Ward Boundary and Council Composition Review process, to be held either in person or by video-conference:

- In September 2023 at the project's outset, both consultants will meet with senior staff to resolve any questions or uncertainties about the project. We will also establish workflows and contacts, and clarify lines of responsibility for data collection and transmission.
- In December 2023, both consultants will meet with senior staff to discuss our evaluation of the existing wards and composition of council, and our preliminary alternative council structures and ward models. A draft of our Preliminary Report will be circulated to staff in advance of the meeting.
- In April 2024, both consultants will meet with staff to discuss the contents of Final Report. Again, a draft copy of the report will be circulated prior to the meeting.

In advance of each meeting, we will prepare and circulate a formal agenda, along with meeting minutes and any other documents scheduled to be discussed.

## 4.2 DELIVERABLES

The two main deliverables for this project are the Preliminary Report and the Final Report. The Preliminary Report will be submitted in December 2023, and the Final Report in May 2024. Both reports will be submitted in Microsoft Word format for ease of replication.

## 5. COST ESTIMATE

Following the work plan, project schedule, and key deliverables described above, our upset budget estimate to complete this assignment for the Town of Pelham is \$40,250. This includes disbursements but excludes HST. Figure 1 provides the daily/hourly rates for Consultant Team members and a fee breakdown by project task and Team member. An estimate for disbursements is also included. Billings will be prepared on a monthly basis based on work activity for the prior month, with payment anticipated within thirty days.

**Town of Pelham Council Composition, Ward Boundary Review and Deputy Mayor Selection Study**

<i>Project Phase</i>	<i>Task No.</i>	<i>Task description</i>	<i>Tentative Schedule</i>	<i>Hours Assigned by Consultant</i>		<i>Total Fees by Task</i>
				<i>Andrew Sancton</i>	<i>Tim Cobban</i>	
Phase 1	1.1	Project parameters	Sep-23	4	4	\$1,800
	1.2	Documentary research	Sep-23	8	8	\$3,600
Phase 2	2.1	Preliminary analysis	Oct-23	12	16	\$6,200
	2.2	Preliminary Report	Nov-23	20	16	\$8,200
Phase 3	3.1	Stakeholder interviews	Jan-24	9	9	\$4,050
	3.2	Public consultation	Mar-24	6	6	\$2,700
Phase 4	4.1	Final analysis	Apr-24	10	10	\$4,500
	4.2	Final Report	May-24	16	16	\$7,200
Total hours by consultant				85	85	
Hourly fee by consultant				\$250	\$200	
TOTAL FEES (excluding disbursements)				\$21,250	\$17,000	<b>\$38,250</b>
Disbursements (travel, printing, etc.)						\$2,000
TOTAL FEES AND DISBURSEMENTS						<b>\$40,250</b>
H.S.T. (88885 4726 RT0001)						\$5,233
TOTAL COST						<b>\$45,483</b>

## 6. QUALIFICATIONS AND BACKGROUND OF CONSULTANTION TEAM

**Dr. Andrew Sancton** has recently retired from his longstanding position as Professor of Political Science at Western University, where he also served for many years as the Director of its well-known Local Government Program. His nationally acclaimed research on municipal amalgamations has been featured in prestigious journals such as *Canadian Public Administration*. He is also the author of the popular university textbook, *Canadian Local Government: An Urban Perspective*, 2nd ed. (Oxford University Press, 2015), among other notable scholarly articles and books (see Appendix A).

In addition to his many scholarly achievements, Dr. Sancton has consulted on numerous municipal governance issues. Recently, in May 2016, Andrew prepared and delivered an educational session on regional governance issues for York Region council members. In 2010, he served as Senior Advisor to the Berkeley Consulting Group in providing a thorough review of governance practices and structures for Simcoe County. In 2008, Andrew was the Co-Lead Consultant (with Berkeley Consulting Group) for a large and complex review of governance and administrative structures in Chatham-Kent. In addition to these projects, Andrew has also consulted on governance issues for the City of Cambridge, the City of Brampton, and the City of Mount Pearl (NL). Andrew has also been appointed by the Speaker of the House of Commons to

three separate federal Electoral Boundaries Commissions for Ontario.

As Lead Consultant, Dr. Sancton will contribute to all aspects of the project, including research, analysis, interviews, consultations, and presentations.

**Dr. Tim Cobban** is an established expert on Canadian municipal government. From 2002-2014, he served as an Assistant Professor in Political Science at Western University, where he specialized in local government and public administration. His credentials include a MPA in Local Government and a PhD in Political Science from Western University (see Appendix A). His areas of expertise include municipal government, public finance, and statistical analysis. His past consultancies include the City of Hamilton, the City of London, and numerous non-profit and private sector companies working in the municipal sector. As an appointed member of multiple municipal election compliance audit committees, Dr. Cobban has considerable experience in conducting public hearings on important issues related to municipal elections.

In addition to participating in all aspects of the project, Tim will serve as the Project Manager. He will coordinate the study and act as the primary representative and key point of contact for the project.

As discussed previously, in 2016 Dr. Sancton and Dr. Cobban conducted a comprehensive review of the electoral system in the Town of East Gwillimbury. In 2016-17, they also served as external advisors on a staff-led ward boundary review project in the Town of Ajax. In 2017, Drs. Sancton and Cobban (along with a colleague Dr. Zac Spicer) conducted a council composition review for the District Municipality of Muskoka. In 2018-19, Sancton and Cobban also performed a comprehensive review of governance structures for the Regional Municipality of Niagara. In 2020, Sancton and Cobban conducted a review of council structures (including the role of deputy mayor) and ward boundaries for the Municipality of Lambton Shores.

With a long history of successful collaboration, Drs. Sancton and Cobban will work closely together on all aspects of the project.

## 7. CONFLICTS OF INTEREST

Having reviewed our current projects, we can confirm that neither consultant for this assignment has a conflict of interest.

## 8. REFERENCES

We have extensive experience in conducting municipal ward boundary reviews and council composition reviews throughout Ontario. Our references will attest to our ability to work effectively with municipal clients, incorporate stakeholder input, and produce high-quality research within tight timelines. In particular, we highlight the following three projects:



**Reference:** Stephany Troyer-Boyd, Director of Corporate Services, Municipality of Lambton Shores  
(519) 243-1400 ext 8414  
STroyer-Boyd@lambtonshores.ca  
**Project:** *Council Composition and Ward Boundary Review, Municipality of Lambton Shores (2020)*

**Reference:** Amy Back, District Clerk, The District Municipality of Muskoka  
(705) 645-2100 ext. 4253  
Amy.Back@muskoka.on.ca  
**Project:** *Council Composition Review, District Municipality of Muskoka (2017)*

**Reference:** Fernando Lamanna, Municipal Clerk, Town of East Gwillimbury  
905-478-3821  
[flamanna@eastgwillimbury.ca](mailto:flamanna@eastgwillimbury.ca)  
**Project:** *Electoral Review, Town of East Gwillimbury (2016)*

# Appendix A

## *CURRICULUM VITAE*

**ANDREW SANCTON**

June 2023

### **UNIVERSITY DEGREES**

- 1968 - B.A. (Honours), Political Science and History, Bishop's University, Lennoxville, Quebec
- 1970 - B.Phil., Politics, Oxford University, England
- 1978 - D.Phil., Politics, Oxford University, England

### **SCHOLARSHIPS AND AWARDS**

- 1964 - Ross Clarkson Scholarship, tenable at Bishop's University, held 1964-8
- 1968 - Rhodes Scholarship for the Province of Quebec, tenable at Oxford University, held 1968-70
- 1973 - Canada Council Doctoral Fellowship, held at Oxford University, 1973-4
- 1997 - J.E. Hodgetts Award for the best English article in *Canadian Public Administration* in 1996
- 2009 -- \$5000 from the Donner Foundation for *The Limits of Boundaries*, shortlisted for the 2008 prize for the best Canadian book on public policy
- 2016 – Dean’s Award for Excellence in Teaching, Faculty of Social Science

### **TEACHING APPOINTMENTS AND PROMOTIONS**

- 1970 - Lecturer in Political Science, University of Western Ontario, London, Ontario
- 1973 - Collegial Instructor in Political Science and Humanities, Marianopolis College, Montreal
- 1977 - Lecturer in Political Science, University of Western Ontario
- 1978 - promoted to rank of Assistant Professor
- 1983 - promoted to rank of Associate Professor, with tenure
- 1993 - promoted to rank of Professor
- 2017 - retired as Professor Emeritus

### **UNIVERSITY ADMINISTRATIVE APPOINTMENTS**

- 1986-92, 1993-9, 2006-09, 2011-12- Director, Local Government Program, Department of Political Science

- responsible for administering an MPA program (which started in 1989) for about 40 full- and part-time students as well as an annual summer Diploma program for 20 local-government managers

2000-05      Chair, Department of Political Science

## APPOINTMENTS OUTSIDE UWO

- 1982-86, 1993-95 and 2002-03      member, federal Electoral Boundaries Commission for Ontario - appointed by the Speaker of the House of Commons
- 1983-84 and 2001-02      coordinator, urban politics section and member of the program committee, Canadian Political Science Association
- 1987-98      Canadian co-chair, metropolitan regions research group of the North American federalism project, Canadian Studies Program, University of California, Berkeley
- 1988-99      member, board of directors, Ontario Municipal Management Institute
- 1990-95      member, editorial board, *Canadian Public Administration*
- 1996-98      member, board of advisors, Local Government Institute, School of Public Administration, University of Victoria
- 1997      member, London Hydro Panel of Inquiry jointly established by the Council of the City of London and the London Hydro Electric Commission
- 1997-2000 and 2004-18      member, Editorial Advisory Board, *Canadian Journal of Urban Research*
- 1998-2000      president, Canadian Association of Programs in Public Administration and *ex officio* member of the board of directors, Institute of Public Administration of Canada
- 2000-02      member, Urban Regions Advisory Committee, Canada West Foundation
- 2007      member, Advisory Committee on Municipal Management and Innovation, Ontario Ministry of Municipal Affairs and Housing

2008	member, nominating committee, urban politics section, American Political Science Association
2013	member, John Gaus Award Committee for lifetime achievement in Public administration, appointed by the board of the American Political Science Association
2014-	member, editorial board, the Mowat Centre, University of Toronto
2014-	project advisor, Internet Voting Project, McMaster University

## **GRADUATE THESIS SUPERVISION**

10 completed MAs

9 completed PhDs (chief supervisor)

## **EXTERNAL RESEARCH FUNDING**

1980-81	\$1600 from the Multiculturalism Branch, Secretary of State's Department, for a study on "Political Leadership in English Quebec"
1980-82	\$2000 from the Institute of Public Administration of Canada to prepare "Governing the Island of Montreal" for publication
1986-88	\$8500 from the Max Bell Business-Government Studies Program at York University to investigate the relationship between businesses and municipal government in London, Ontario
1990-95	\$62,194 from the Social Sciences and Humanities Research Council of Canada for a project called "Does Local Government Matter? Community Policy-Making in London, Ontario"
2000-01	\$15,000 from the Institute for Catastrophic Loss Reduction at the University of Western Ontario for a project called "Mitigating Catastrophic Losses: Policies and Policy-Making at Three Levels of Government in the United States and Canada"
2004-10	[co-investigator, with Robert A. Young, Project Director and 27 others], \$2,484,650, Major Collaborative Research Initiative from the Social Sciences and Humanities Research Council of Canada, "Multilevel Governance and Public Policy in Canadian Municipalities"

2007-17      \$100,000 from the Dr. David S.H. Chu Public Administration Program in China – Principal Investigator for a project involving twenty Chinese and Canadian scholars investigation local public participation

## SCHOLARLY PUBLICATIONS

### Books - author

*Governing the Island of Montreal: Language Differences and Metropolitan Politics* (Berkeley: University of California Press, 1985), 213pp.

*Governing Canada's City-Regions: Adapting Form to Function* (Montreal: Institute for Research on Public Policy, 1994), 102pp. Pp.95-102 are reprinted in *Policy Options*, XV-4(May 1994), pp.12-15 and in James John Guy, ed. *Expanding Our Political Horizons* (Toronto: Harcourt Brace Canada, 1997), ch.42

*Merger Mania: The Assault on Local Government*, French translation entitled *La frénésie des fusions: une attaque à la démocratie locale*, (Montreal and Kingston: McGill-Queen's University Press, 2000) 183pp.

*Systems of Urban Government* ( Kyiv: Osnovy Press, 2001) 92 pp. (In Ukrainian only; translated under the auspices of the Canada-Ukraine Democratic Education Project: Queen's University, Kingston, and Taras Shevchenko National University, Kyiv.) 92 pp.

*The Limits of Boundaries: Why City-regions Cannot be Self-Governing* (Montreal and Kingston: McGill-Queen's University Press, 2008) 173 pp. Pages 17–20, 121–27, and 136, reprinted in Ronald K. Vogel *et al*, “Governing Global City Regions in China and the West,” *Progress in Planning* 73 (2010), 29-33

*Canadian Local Government: An Urban Perspective* (Toronto: Oxford University Press, 2011) 355pp. Pages 257-9 are reprinted in *Municipal World*, 121-6 (June 2011), 29-30. Second edn. published in 2015, 390 pp. Third edn. published in 2021, 370 pp.

### Books - editor

(with Warren Magnusson) *City Politics in Canada* (Toronto: University of Toronto Press, 1983), 338pp.

(with Donald N. Rothblatt) *Metropolitan Governance: American/Canadian Intergovernmental Perspectives* (Berkeley CA: Institute of Governmental Studies of the University

of California, 1993), 469pp. Second edition, with the title *Metropolitan Governance Revisited*, published in 1998, 530pp.

(with Robert Young) *Foundations of Governance: Municipal Governments in Canada's Provinces* (Toronto: University of Toronto Press, 2009), 544pp

(with Chen Zhenming) *Citizen Participation at the Local Level in Canada and China* (Boca Raton FL: CRC Press, 2015), 307 pp.

### **Chapters in books**

"Montreal" in Magnusson and Sancton, eds. *City Politics in Canada*, pp.58-93.

"Conclusion: Canadian City Politics in Comparative Perspective" in Magnusson and Sancton, eds. *City Politics in Canada*, pp.291-317.

"Social Service Delivery at Relevant Government Levels" in Hilda Symonds and H.Peter Oberlander, eds. *Meech Lake: From Centre to Periphery - The Impact of the 1987 Constitutional Accord on Canadian Settlements* (Vancouver: Center for Human Settlements at the University of British Columbia, 1988), pp.77-87.

"The Municipal Role in the Governance of Canadian Cities" in Trudi Bunting and Pierre Filion, eds., *Canadian Cities in Transition* (Toronto: Oxford University Press, 1991), pp.462-86. Revised for the second edition (2000), pp.425-42. Revised as *ACity Politics: Municipalities and Multi-Level Governance* for the third edition (2006), pp306-19, available at:  
[http://oupcanada.com/documents/secure/higher\\_ed/companion/ccit/Chapter%2017.pdf](http://oupcanada.com/documents/secure/higher_ed/companion/ccit/Chapter%2017.pdf)

"Commentary [on The Saskatchewan Case]" in John C. Courtney, Peter MacKinnon, and David E. Smith, eds., *Drawing Boundaries: Legislatures, Courts, and Electoral Values* (Saskatoon: Fifth House, 1992), pp.90-5.

"Introduction: Policymaking for Urban Development in American and Canadian Metropolitan Areas" in Rothblatt and Sancton, eds., *Metropolitan Governance*, pp. 1-10; revised version in *Metropolitan Governance Revisited*, pp.1-12 . Pp.4-10 of the revised version are reprinted in *Public Affairs Report*, 39-5 (Sept.1998), 11-13.

"Mayors as Political Leaders" in Maureen Mancuso, Richard G. Price, and Ronald Wagenberg, eds., *Leaders and Leadership in Canada* (Toronto: Oxford University Press, 1994), pp. 174-89.

- (with Byron Montgomery) "Municipal Government and Residential Land Development: A Comparative Study of London, Ontario in the 1920s and 1980s," in Frances Frisken, ed. *The Changing Canadian Metropolis* (Berkeley CA: Institute of Governmental Studies of the University of California, 1994), vol.2, pp.777-98. The entire collection is published in French by the Canadian Urban Institute (Toronto) as *La métropole canadienne en mutation*
- "Metropolitan Government in Montreal" in L.J. Sharpe, ed., *The Government of World Cities: The Future of the Metro Model* (Chichester, England: John Wiley & Sons, 1995), pp.131-46.
- "Governing City-Regions" in Judith Kjellberg Bell & Stephen Webber, eds. *Urban Regions in a Global Context: Directions for the Greater Toronto Area* Toronto: Centre for Urban and Community Studies at the University of Toronto, 1996), pp.142-4.
- "Negotiating, Arbitrating, Legislating: Where was the Public in London's Boundary Adjustment?" In Katherine A. Graham and Susan D. Phillips, eds. *Citizen Engagement: Lessons in Participation from Local Government* (Toronto: Institute of Public Administration of Canada, 1998), pp.163-87.
- « La CUM dans le contexte canadien » in Yves Bélanger et al, eds. *La CUM et la région métropolitaine: L'avenir d'une communauté* (Montréal: Presses de l'Université du Québec, 1998), pp.34-6
- "Metropolitan and Regional Governance" in Edmund P. Fowler and David Siegel, eds. *Urban Policy Issues: Canadian Perspectives*, Second edn. (Toronto: Oxford University Press, 2002), pp.54-68
- "Municipalities, Cities, and Globalization: Implications for Canadian Federalism" in Herman Bakvis and Grace Skogstad, eds., *Canadian Federalism: Performance, Effectiveness, and Legitimacy* (Toronto: Oxford University Press, 2002), pp.261-77. Revised for the second edition (2008) as "The Urban Agenda," pp.314-33; revised for the third edition (2012), pp.302-19.
- "Provincial and Local Public Administration" in Christopher Dunn, ed. *The Handbook of Canadian Public Administration* (Toronto: Oxford University Press, 2002), pp.249-62; revised version co-authored with Scott Sams in second edn. (2010), pp.445-60; sole author of "Local Public Administration" in third edn. (2018), pp.181-94.
- "Signs of Life? The Transformation of Two-tier Metropolitan Government" in C. Andrew, K.A. Graham, and S. Phillips, eds., *Urban Affairs: Back on the Policy Agenda* (Montreal and Kingston: McGill-Queen's University Press, 2002), pp.179-99.

- “Local Government in North America: Localism and Community Governance” in Janice Caulfield and Helge O. Larsen, eds., *Local Government at the Millennium* (Opladen, Germany: Leske+Budrich, 2002), pp.185-201.
- “Why Municipal Amalgamations? Halifax, Toronto, Montreal” in Robert Young and Christian Leuprecht, eds., *Canada: The State of the Federation 2004/ Municipal-Federal-Provincial Relations in Canada* (Kingston: Institute of Intergovernmental Relations at Queen’s University, 2006), pp.119-37.
- “Fusions et défusions municipales au Québec et en Ontario,” in François Pétry, Éric Bélanger, et Louis M. Imbeau, eds., *Le parti Libéral: Enquête sur les réalisations du gouvernement Charest* (Québec: Les Presses de l’Université Laval, 2006), pp.321-38.
- “Structural Reform in Canada,” in Brian E. Dollery and Lorenzo Robotti, eds., *The Theory and Practice of Local Government Reform* (Northampton MA: Edward Elgar, 2008), 115-31.
- “Introduction” in Sancton and Young, eds. *Foundations of Governance*, pp.3-19.
- “A Review of Canadian Metropolitan Regions: Governance and Government,” in Don Phares, ed. *Governing Metropolitan Regions in the 21<sup>st</sup> Century* (Armonk NY: M.E. Sharpe, 2009), pp. 221-36. An updated version of this article was reprinted, with permission, as “Metropolitan Governance in Canada,” in Peter K. Spink, Peter M. Ward, and Robert H. Wilson, eds., *Metropolitan Governance in the Federalist Americas: Strategies for Equitable and Integrated Development* (Notre Dame IN, University of Notre Dame Press, 2012), pp.44-64.
- “Local Government” in John C. Courtney and David E. Smith, eds. *The Oxford Handbook of Canadian Politics* (New York: Oxford University Press, 2010), pp.131-49.
- “Restructuring and Reform: Canada” in Emmanuel Brunet-Jailly and John F. Martin, eds., *Local Government in a Global World: Australia and Canada in Comparative Perspective* (Toronto: University of Toronto Press, 2010), pp. 109-29.
- “Fixing the Ontario Side of the Federal Capital Region” in Rupak Chattopadhyay and Gilles Paquet, eds., *The Unimagined Federal Capital: Challenges for the Federal Capital Region* (Ottawa: Invenire Books, 2011), pp.79-85.
- (with Christopher W. Hoene and Darrene Hackler), “North America” in UCLG ed., *Basic Services in an Urbanizing World: Providing Access for All: Third Global Report on Decentralization and Local Democracy* (London: Routledge, 2014), pp.184-203.



“Introduction” in Sancton and Chen, *Citizen Participation at the Local Level*, pp.1-12.

“What Happened to Incumbent Councillors in Greater Sudbury and London, Ontario, in 2014? The Role of the Ontario Ombudsman’s Reports on Alleged Secret Meetings” in Sandra Breux and Jérôme Couture, eds., *Accountability and Responsiveness at the Local Level: Views from Canada* (Montreal and Kingston: McGill-Queen’s University Press, 2018), pp.132-52.

(with Christopher Alcantara), “Membership Rules for Democratic Communities: Canada and the United States” in Cameron D. Anderson and Laura B. Stephenson, eds., *What is Democracy and How Do We Study It?* (Toronto: University of Toronto Press, 2021), pp.108-26.

(with Martin Horak and Allison Bramwell), “Bob Young, Big Projects, and the Study of Local and Urban Politics in Canada” in André Blais, Cristine de Clercy, Anna Lennox Esselment, and Ronald Wintrobe, eds., *Across Boundaries: Essays in Honour of Robert A. Young* (Montreal and Kingston: McGill-Queen’s University Press, 2021), pp.16-32.

### **Papers in refereed journals**

"The Application of the 'Senatorial Floor' Rule to the Latest Redistribution of the Canadian House of Commons: The Peculiar Case of Nova Scotia," *Canadian Journal of Political Science*, VI-1 (March 1973), 56-64.

"The Representation Act, 1974," *Canadian Journal of Political Science*, VIII-3 (September 1975), 467-9.

"British Socialist Theories of the Division of Power by Area," *Political Studies*, XXIV-2 (June 1976), 158-70.

"The Impact of Language Differences on Metropolitan Reform in Montreal," *Canadian Public Administration*, XXII-2 (Summer 1979), 227-50. Reprinted in Lionel Feldman, ed. *Politics and Government of Urban Canada*, Fourth ed. (Toronto: Methuen, 1981), pp.368-89..

"Montreal's Metropolitan Government: La communauté urbaine," *Quebec Studies*, No.6 (1988), 12-25.

"Eroding Representation-by-Population in the Canadian House of Commons: The Representation Act, 1985," *Canadian Journal of Political Science*, XXIII-3 (September 1990), 441-57.

- (with Paul Woolner) "Full-Time Municipal Councillors: A Strategic Challenge for Canadian Urban Government," *Canadian Public Administration*, XXXIII-4 (Winter 1990), 482-505.
- "Canada as a Highly Urbanized Nation: New Implications for Urban Government," *Canadian Public Administration*, XXXV-3 (Autumn 1992), 281-98.
- "Reducing Costs by Consolidating Municipalities: New Brunswick, Nova Scotia, Ontario," *Canadian Public Administration*, XLI-3 (Autumn 1996), 267-89
- "Differing Approaches to Municipal Restructuring in Montreal and Toronto: From the Pichette Report to the Greater Toronto Services Board", *Canadian Journal of Regional Science*, XXII-1&2 (Spring-Summer 1999), 187-99.
- "Amalgamations, Service Realignment, and Property Taxes: Did the Harris Government have a Plan for Ontario Municipalities?" *Canadian Journal of Regional Science*, XXIII-1 (Spring 2000), 135-56.
- "Jane Jacobs on the Organization of Municipal Government," *Journal of Urban Affairs*, XXII-4 (2000), 463-71.
- "Canadian Cities and the New Regionalism," *Journal of Urban Affairs*, XXIII-5 (2001), 543-55.
- "Les villes anglophones au Québec: Does it matter that they have almost disappeared?" *Recherches sociographiques*, XLV-3 (2004), 441-56.
- "The Governance of Metropolitan Areas in Canada," *Public Administration and Development*, XXV-4 (October 2005), 317-27.
- "'Democratic Policing': Lessons from Ipperwash and Caledonia," *Canadian Public Administration*, LV-3 (September 2012), 365-83.
- "What is a Meeting? Municipal Councils and the Ontario Ombudsman," *Canadian Public Administration*, LVIII-3 (September 2015), 426-43.
- "Reassessing the Case for Development Charges in Canadian Municipalities." Canadian Planning and Policy, Volume 2022, pages 137-150.  
<https://ojs.library.queensu.ca/index.php/cpp/article/view/15668/10504>.

### **Selected non-refereed publications and research reports**

*Municipal Government and Social Services: A Case Study of London, Ontario*, Local Government Case Studies, No.2 (Department of Political Science, University of Western Ontario, 1986), pp.65.

"The Tri-Level Politics of Social Services in Canada and the United States," in Henry Pratt, Charles D. Elder, and Harold M. Wolman, eds., *Constitutional Regimes and the City: The U.S., Canada, and Britain* (Centre for Urban Studies, Wayne State University, Detroit, Michigan, 1989), pp.91-115.

*London Coordinating Council for Children and Youth, 1975-1990* (London, Ontario, London Coordinating Council for Children and Youth, 1990), pp.17.

*Local Government Reorganization in Canada Since 1975* (Toronto, Intergovernmental Committee on Urban and Regional Research, 1991), pp.44. Published in French by the same publisher as *La réorganisation du gouvernement local au Canada depuis 1975*.

"Provincial-Municipal Disentanglement in Ontario: A Dissent," *Municipal World*, 102-7 (July 1992), 23-4.

"Alternative Approaches to Metropolitan Reorganization: Some Canadian Examples," pp.16, prepared for the Constituent Assembly on the Municipal Government System in Hamilton-Wentworth, the Regional Municipality of Hamilton-Wentworth, 20 September 1995

"Introductory Material for the GTA Task Force Report" pp.32, in Ontario, Greater Toronto Area Task Force, *Greater Toronto: Background Reports to the GTA Task Force* (Toronto, 1996)

"The Politics of Amalgamating Municipalities to Reduce Costs: Some Personal Reflections," *Local Services Research Review*, 1-2 (Winter 1996)

"Toronto's Response to the KPMG Report, 'Fresh Start: An Estimate of Potential Savings and Costs from the Creation of a Single-Tier Local Government for Toronto,'" pp.6, prepared for the Board of Management, City of Toronto, December 17, 1996.

(with Jerry Buchanan and Geno Francolini) *Report: London Hydro Panel of Inquiry* (London, Ontario: Corporation of the City of London and the London Hydro-Electric Commission, December 1, 1997), pp.115 Reprinted in its entirety in *The London Free Press*, December 12, 1997, pp.G1-G8.

“Why Unicity Matters: An Outsider’s View,” in Nancy Klos, ed. *The State of Unicity B 25 Years Later (October 3-4, 1997)*, Occasional Paper 35, University of Winnipeg Institute of Urban Studies, 1998, pp.3-10.

“Globalization Does Not Require Amalgamation,” *Policy Options*, 20-9 (November 1999), pp.54-8.

(with Rebecca James and Rick Ramsay) *Amalgamation vs. Inter-Municipal Cooperation: Financing Local and Infrastructure Services* (Toronto: Intergovernmental Committee on Urban and Regional Research, 2000), pp.78. Available at: [http://www.chs.ubc.ca/consortia/references/Sancton\\_James\\_Ramsay-Amalgamation\\_Intermuni\\_Coop-2000.pdf](http://www.chs.ubc.ca/consortia/references/Sancton_James_Ramsay-Amalgamation_Intermuni_Coop-2000.pdf)

“Shaping the Future of Ontario’s Drinking Water Industry,” *Ontario Pipeline*, August 2000, 9-10.

« Les désavantages des fusions municipales, » in Jacques Gagnon, ed. *Les regroupements municipaux: un mode de gestion et une stratégie de développement?* Centre d’excellence en gestion du développement local, Faculté d’administration, Université de Sherbrooke, 2001, pp.29-32.

“Municipalities, Mergers, and the Outward Expansion of the City,” *Journal of Eastern Townships Studies*, 19 (Autumn 2001), 9-22.

(with Fernand Martin) “How Big Should City Governments Be: Two Academics Respond,” *Policy Options*, 22-7 (September 2001), pp.14-19.

“The Significance of Municipal Incorporation for Urban Government: Exploring the Differences Between the United States and Canada” in *The City in North America: Historical and Comparative Perspectives*, CD-ROM (2001)

(with Teresa Janik) *Provincial-Local Relations and Drinking Water in Ontario*, Commissioned Paper 3, The Walkerton Inquiry (Toronto: Ontario Ministry of the Attorney General, 2002). Available at: <http://www.ontla.on.ca/library/repository/mon/1000/10294044.pdf>

“Cities are too important for municipalities alone,” *Inroads*, 11 (2002), 67-74.

(with Dan Henstra, who was principal author) *Mitigating Catastrophic Losses: Policies and Policy-making at Three Levels of Government in the United States and Canada*, ICLR Research Paper Series #23, November 2002. <http://iclr.org/ShowDown.cfm?AccDate=%26%238L%28XQ%2DX%0A>

“The Political and Legal Setting of Municipalities,” Working Paper No.8, Queen’s University Institute of Intergovernmental Relations, 2002, pp.16.

“Municipal Amalgamation: A Made-in-Canada Solution to an Undefined Problem,” *Canadian Issues*, February 2003, 33-36.

(with Robert Young) “Paul Martin and Cities: Show Us the Money,” *Policy Options*, 25-1 (Dec.2003-Jan.2004), 29-34

“Beyond the Municipal: Governance for Canadian Cities,” *Policy Options*, 25-2 (February 2004), 26-31

“City-States for Canada?” *Dialogues: A Canada West Foundation Publication*, 2-2 (Spring 2006), 16-7.

“Cities and Climate Change: Policy-takers, Not Policy-makers,” *Policy Options*, 27-08 (October 2006), 32-4.

“Will the Toronto City-Region ever be Self-Governing,” *Plan Canada*, 47-3 (Autumn 2007), 25-7.

“Foreword” to Frances Frisken, *The Public Metropolis: The Political Dynamics of Urban Expansion in the Toronto Region* (Toronto: Canadian Scholars’ Press, 2008) pp.11-13.

“Drawing Lines: Defining the Roles of Municipal, Federal, and Provincial Governments in Addressing Urban Social Issues in Canada,” A Core Challenges Initiative Discussion Paper, Canada West Foundation, June 2008, pp. 9. <http://cwf.ca/pdf-docs/publications/drawing-lines-2008.pdf>

“The Principle of Representation by Population in Canadian Federal Politics,” The Mowat Centre, University of Toronto, March 2010, pp.16 <https://mowatcentre.ca/the-principle-of-representation-by-population-in-canadian-federal-politics/>

“University Contributions to Local Government in Canada” in Peerasit Kamnuansilpa and Bonnie Pacala Brereton, eds., *Local Government in a Global Context* (Khon Kaen, Thailand: College of Local Government, Khon Kaen University, 2012), pp.157-72

“City-regional Governance for the Prairies,” *CURB Magazine*, 5-2 (2014), pp.10-11.

“London,” in Zachary Spicer, ed., *The Times they are a Changin’ (Mostly): A 2014 Election Primer for Ontario’s Biggest Cities*, IMFG Perspectives No.9 (University of Toronto Munk School of Global Affairs, 2014), pp. 6-7.

[“The False Panacea of City Charters? A Political Perspective on the Case of Toronto” SPP](#)  
Research Papers, Vol. 9, Issue 3, (January 2016) The School of Public Policy at  
the University of Calgary. [https://www.policyschool.ca/wp-  
content/uploads/2016/03/false-panacea-city-charters-sancton\\_0.pdf](https://www.policyschool.ca/wp-content/uploads/2016/03/false-panacea-city-charters-sancton_0.pdf)

“Accountability Officers and Integrity in Canadian Municipal Government” Perspectives No.17,  
Institute for Municipal Governance and Finance, the Munk Centre at the  
University of Toronto, March 2017.  
[http://munkschool.utoronto.ca/imfg/uploads/387/imfgperspectives17\\_asancton\\_m  
ar\\_2017.pdf](http://munkschool.utoronto.ca/imfg/uploads/387/imfgperspectives17_asancton_mar_2017.pdf)

"Reassessing the Case for Development Charges in Canadian Municipalities" Publication No. 8,  
University of Western Ontario, Centre for Urban Policy and Local Governance,  
2021. <https://ir.lib.uwo.ca/urbancentre-reports/8>.

## EXPERT TESTIMONY

Canada, House of Commons, Standing Committee on Privileges and Elections, *Minutes of Proceedings and Evidence*, First Session of the Thirty-second Parliament, Issue No.19 (April 1, 1982), Respecting: Subject-matter of Bill C-211, An Act to readjust the representation of Ontario in the House of Commons and to readjust the electoral districts of Ontario; and Subject-matter of Bill C-223, An Act respecting representation in the House of Commons, pp.19:4-24.

Canada, House of Commons, Standing Committee on Privileges and Elections, *Minutes of Proceedings and Evidence*, First Session of the Thirty-third Parliament, Issue No.12 (June 20, 1985), Respecting: Order of Reference relating to the White Paper on Redistribution, pp.12:4-23.

Canada, Senate, Committee on Legal and Constitutional Affairs, *Proceedings*, First Session of the Thirty-fifth Parliament, Issue No.4 (May 3, 1994) Examination of Bill C-18, An Act to Suspend the Operation of the Electoral Boundaries Readjustment Act, pp.4:28-47.

Alberta, Court of Queen's Bench, Judicial District of Edmonton, The Public School Boards' Association of Alberta *et al* vs. The Attorney General of Alberta *et al* [on the issue of alleged inherent constitutional rights of local autonomy], March 13 & 14, 1995. This case was decided by the Supreme Court of Canada in 2000.

Ontario Court of Justice (General Division), Robert Young vs. Stew Deller, Mary Ellen Warren and the Town of Ingersoll [disputed municipal election], Woodstock, February 1, 1996.

Ontario Court of Justice (General Division), George Carlson vs. Rosemary Taylor *et al*, [disputed municipal election in the City of Mississauga], November 4, 1996.

Ontario Court of Justice (General Division), The Corporation of the City of Scarborough and Alan Carter vs. The Attorney General for Ontario [the "Megacity" case], June 1997

Quebec Superior Court, the Town of Baie d'Urfé and the City of Westmount vs. the Attorney General for Quebec [the Montreal "Megacity" case], June 2001

Canada, House of Commons, Standing Committee on House Affairs and Procedure, Subcommittee on Electoral Boundaries, review of electoral boundaries readjustment process, October 6, 2003

Toronto [City of] Computer Leasing Inquiry, Good Governance Phase, February 3, 2004

Ontario Municipal Board, re. Ward boundaries in the City of London, October 13, 2005

Canada, House of Commons, Standing Committee on Procedure and House Affairs, Bill C-20, The Fair Representation Act, November 22, 2011  
<http://www.parl.gc.ca/HousePublications/Publication.aspx?DocId=5265161&Language=E&Mode=1&Parl=41&Ses=1#Int-4892012>

Canada, Senate, Committee on Legal and Constitutional Affairs, Bill C-20, The Fair Representation Act, December 14, 2011  
[http://www.parl.gc.ca/Content/SEN/Committee/411/lcjc/08eva-49272-e.htm?Language=E&Parl=41&Ses=1&comm\\_id=11](http://www.parl.gc.ca/Content/SEN/Committee/411/lcjc/08eva-49272-e.htm?Language=E&Parl=41&Ses=1&comm_id=11)

Ontario Municipal Board, Case No. MM170033 (Toronto ward boundaries), October 2018 (with research assistance from Tim Cobban)

Ontario Court of Appeal, Toronto (City) v. Ontario (Attorney General), 2019 ONCA 732 (Toronto ward boundaries)

## CONSULTANCIES

Government of the Northwest Territories, Department of Municipal and Community Affairs, re. municipal finances

City of London, City Administrator's Office, re. options for regional government in the London area

Government of Canada, Royal Commission on Electoral Reform and Party Financing, re. electoral redistribution

Simon Fraser University, Faculty of Graduate Studies, external appraiser for PhD in political science

Suburban municipalities near Saint John, New Brunswick, re. proposals for amalgamation with the City of Saint John

City of Toronto, Board of Management, re. the merger of municipalities within Metropolitan Toronto

City of Nepean, Ontario, re. municipal restructuring in Ottawa-Carleton

Valorisation-Recherche Québec, Comité des visiteurs re. evaluation of Villes Régions Monde project

Brock University, Faculty of Social Science, Academic Review of the Department of Political Science

Ontario, Postsecondary Education Quality Assessment Board, Assessment of Applied Degree Program in Public Institution Management proposed by Fanshawe College, London, Ontario and assessment of Degree Program in Applied Business (Municipal and Corporate Administration) at Seneca College, Toronto, Ontario

City of Brampton, re. Governance arrangements for the Regional Municipality of Peel

City of Moncton, re. Allocating cost of regional policing

(with the Berkeley Consulting Group) Municipality of Chatham-Kent re. corporate review

City of Cambridge, Ontario, re. regional governance in Waterloo

(with the Berkeley Consulting Group) Simcoe county re. decision-making structures

McCarthy Tetreault law firm re. a municipal arbitration



City of Mount Pearl, Newfoundland and Labrador, re. potential municipal amalgamations

Association of Municipal Managers, Clerks, and Treasurers of Ontario (AMCTO) re.  
accreditation practices for municipal managers (with Zac Spicer)

Town of East Gwillimbury, Ontario, review of electoral system (with Tim Cobban)

Town of Ajax, Ontario, advice on review of electoral system (with Tim Cobban)

District of Muskoka, Ontario, review of representation on district council (with Tim  
Cobban and Zachary Spicer)

Regional Municipality of Niagara, Independent External Governance Auditor (with Tim  
Cobban)

Municipality of Lambton Shores, council composition and ward boundary review (with  
Tim Cobban)

## CURRICULUM VITAE

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2. **EDUCATION:**

<u>Degree</u>	<u>University</u>	<u>Department</u>	<u>Year</u>
Ph.D	The University of Western Ontario	Political Science	2008
M.P.A.	The University of Western Ontario	Political Science	2000
B.A. (Hons.)	The University of Western Ontario	Political Science	1999

3. **ACADEMIC EMPLOYMENT HISTORY:**

<u>Date</u>	<u>Rank and Position</u>	<u>Department</u>	<u>Institution</u>
2005-2014	Assistant Professor	Political Science	The University of Western Ontario
2002-04	Instructor	Political Science	The University of Western Ontario

**INDUSTRY EMPLOYMENT HISTORY:**

<u>Date</u>	<u>Position</u>	<u>Institution</u>
2014-	Director	Local Government Analytics Research Group
2000	Financial Analyst	Corporation of the City of London

4. **HONORS AND AWARDS:**

Doctoral Fellowship, Social Sciences and Humanities Research Council of Canada, 2003-2004  
 Federalism and Federations Doctoral Thesis Supplement, Social Sciences and Humanities Research Council of Canada, 2003-2004  
 Doctoral Scholarship, RBC Financial Group Economic Policy Research Institute, The University of Western Ontario, 2003-2004  
 Ontario Graduate Scholarship, 2001-2002, 2004-2005 (awarded but not held in 2003-2004)  
 Graduate Tuition Scholarship, The University of Western Ontario, 2003-2004  
 Special University Scholarship, The University of Western Ontario, 2000-2003

## 5. **PUBLICATIONS:**

### Books:

Cobban, T. *Cities of Oil: Municipalities, Economic Development, and the Early History of the Canadian Petroleum Industry*. Toronto: University of Toronto Press, 2013.

### Articles in Peer-Reviewed Journals:

Cobban, T. 2019. "Bigger is Better: Reducing the Cost of Local Administration by Increasing Jurisdiction Size in Ontario, Canada, 1995-2010." *Urban Affairs Review*. DOI: 10.1177/1078087417719324  
 Cobban, T. 2003. "The Political Economy of Urban Redevelopment: Downtown Revitalization in London, Ontario, 1993-2002." *Canadian Journal of Urban Research* 12 (2): 231-48.  
 Cobban, T. 2003. "A Reply to 'Are there urban regimes in Canada?'" *Canadian Journal of Urban Research* 12 (2): 349-52.

### Submitted Manuscripts and/or Work in Preparation:

Cobban, T. "The Declining Visibility of Property Taxation and its Effects on Municipal Revenues: Evidence from Canadian Municipalities." Work in Preparation.  
 Cobban, T. "The Effects of Amalgamation on the Cost of Municipal Government in Ontario, 1995-2015."

### Abstracts, Presentations at Professional Meetings:

Cobban, T. 2017. "The History of Petroleum Exploration in the Great Lakes Area." Energy and Natural Resources Conference, University of Windsor, June.  
 Cobban, T. and K. Graham, 2013. "Did the Common Sense Revolution Reduce the Size of Municipal Government in Ontario." Paper presented at Local Government Seminar Series, Western University, 2013.  
 Cobban, T. and K. Graham. 2013. "Measuring Change in Ontario's

Municipal and Local Government Sectors.” Paper presented at the Institute of Public Administration in Canada National Conference, August.

Cobban, T. 2010. “The Declining Visibility of Property Taxation and its Effects on Municipal Revenues: Evidence from Canadian Municipalities.” Paper presented at the Canadian Political Science Association Annual Conference, June.

Cobban, T. 2009. “Public Participation and Land Use Change on the Urban Fringe: Evidence from Rezoning in London, Ontario, 2003-2006.” Paper presented at Xiamen University, China, May.

Cobban, T. 2004. “Bordering on a clustering policy: municipal boundaries, innovation, and petroleum refining in nineteenth century London, Ontario. Paper presented at the Annual Meeting of the Canadian Political Science Association, Winnipeg, June 3-5.

#### Technical Writings:

Cobban, T., Z. Spicer, and A. Sancton. “District of Muskoka Council Composition Review: Interim Report.” October 2, 2017.

<https://muskoka.civicweb.net/filepro/documents/30330?preview=30333>

Cobban, T. and A. Sancton. “East Gwillimbury Electoral Review: Preliminary Report.” September 7, 2016.

<http://www.eastgwillimbury.ca/Assets/5+2015+Government/0.1+EG+Vote+2014/Electoral+Review.pdf>

Cobban, T. and A. Sancton. “East Gwillimbury Electoral Review: Final Report.” December 13, 2016 .

<https://eastgwillimbury.civicweb.net/FileStorage/3FA9B7FDE46642BDB6F9EC4DE66BAA9D-CS%20Electoral%20Review.pdf>

Cobban, T. 2003. The representation of women, minorities, and immigrants in elected governments in London, Ontario, Canada. In *Diversity in Canadian Governments*. Ottawa: Public Participation Research Network and Metropolis.

Cobban, T. 2001. The role of Canadian municipalities in the development of industrial lands. Commissioned research report for the City of London.

## **6. RESEARCH FUNDING:**

J. B. Smallman Publication Fund and the Faculty of Social Science, The University of Western Ontario, 2012, \$5 000

The University of Western Ontario, Start-Up Grant, 2005-2011, \$20 000.

## **7. TEACHING (UWO)**

### a) Undergraduate Courses

*Political Science 3372g, The Politics of Ontario*

*Political Science 4901a, Advanced Local Government (on site, City of Toronto)*

*Political Science 2236e, Local Government*

*Political Science 3363f Urban Political Analysis*

b) Graduate Courses

*Public Administration 9901a/Political Science 9523a, Advanced Local Government*

*Public Administration 9902b/Political Science 9524b, The Policy Process in Local Government.*

c) Cross-listed Undergraduate/Graduate Courses

*Public Administration 9901a/Political Science 4901a, Advanced Local Government*

d) Graduate Supervision

19 completed M.P.A. Research Reports

1 completed Ph.D. (advisory committee member)

**8. OTHER SCHOLARLY AND PROFESSIONAL ACTIVITIES:**

a) UWO

Department of Political Science, The University of Western Ontario, Local Government Committee, 2005-2013

Department of Political Science, The University of Western Ontario, Local Government Admissions Committee, Member-elect, 2005-2013

Department of Political Science, The University of Western Ontario, Undergraduate Committee, Member-elect, 2005-2006

Department of Political Science, The University of Western Ontario, Priorities and Planning Committee, Member-elect, 2005-2006

Department of Political Science, The University of Western Ontario, Teaching Awards Committee, Member-elect, 2006-2007

Department of Political Science, The University of Western Ontario, Teaching Awards Committee, Member-elect, 2007-2008

Department of Political Science, The University of Western Ontario, Appointments Committee, Member-elect, 2008-2009

Department of Political Science, The University of Western Ontario, Workload Committee, Member-elect, 2008-2009

Department of Political Science, The University of Western Ontario, Priorities and Planning Committee, Member-elect, 2008-2009

Department of Political Science, The University of Western Ontario, Local Government Sub-Committee on Proposed Course Equivalencies with AMCTO, Chair-elect, 2009

Department of Political Science, The University of Western Ontario, Workload Committee, Member-elect, 2009-2010

Department of Political Science, The University of Western Ontario, Workload Committee, Member-elect, 2010-2011

Department of Political Science, The University of Western Ontario,

Appointments Committee, Member-elect, 2010-2011  
 Department of Political Science, The University of Western Ontario,  
 Graduate Committee, Member-elect, 2011-2012  
 Department of Political Science, The University of Western Ontario,  
 Graduate Committee, Member-elect, 2012-2013  
 Department of Political Science, The University of Western Ontario,  
 Appointments Committee, Member-elect, 2013-2014  
 Department of Political Science, The University of Western Ontario,  
 Undergraduate Committee, Member-elect, 2013-2014

b) Professional

Member, Canadian Political Science Association  
 Manuscript Reviewer,  
*Canadian Journal of Urban Research*  
*Canadian Journal of Political Science*  
*Politics and Policy*  
*Journal of Canadian Studies*  
*University of Toronto Press*  
*McGill-Queen's University Press*  
*Urban Affairs Review*

c) Consultancies

City of London, Ontario, review of industrial land development strategy  
 City of Hamilton, Ontario, review of amalgamation effects  
 Town of East Gwillimbury, Ontario, review of electoral system (with  
 Andrew Sancton)  
 Town of Ajax, Ontario, advice on review of electoral system (with  
 Andrew Sancton)  
 District of Muskoka, Ontario, review of representation on district council  
 (with Andrew Sancton and Zachary Spicer)  
 Regional Municipality of Niagara, Independent External Governance  
 Auditor (with Andrew Sancton)  
 Municipality of Lambton Shores, review of council composition and ward  
 boundaries (with Andrew Sancton)

**9. COMMUNITY SERVICE:**

City of London Election Compliance Audit Committee, Appointed, Autumn  
 2010-Autumn 2014.  
 City of London Election Compliance Audit Committee, Appointed, Autumn  
 2014-Autumn 2018.  
 Elgin Election Joint Compliance Audit Committee, Appointed, Autumn

2010-Autumn 2014.

Elgin Election Joint Compliance Audit Committee, Appointed, Autumn  
2014-Autumn 2018.

Elgin Election Joint Compliance Audit Committee, Appointed, Autumn  
2018-Autumn 2022.

Middlesex County Joint Compliance Audit Committee, Appointed, Autumn  
2010-Autumn 2014.

Middlesex County Joint Compliance Audit Committee, Appointed, Autumn  
2014-Autumn-2018.

