



**The Corporation of the Municipality
Staff Report**

**Office of the Deputy Treasurer
Manuela Batovanja**

Prepared For: Mayor and Council	Report No.: MB 2021-02
Agenda Date: June 15, 2021	File No.: 9.50

Purpose of Report

The purpose of this report is to obtain Council's approval regarding the selection of a consultant for the completion of the Long-Term Financial Plan project.

Analysis

As detailed in the 2021 Capital Budget a commitment was made to develop a Long-Term Financial Plan for the Municipality. A request for quotation was issued identifying tasks to be completed and project deliverables which included but were not limited to:

1. Develop a 10-year financial Plan, Capital and Operating.
2. Develop Policies – debt, tax, investment, etc.
3. Develop financial indicators and identify risk.
4. Comparison to other similar municipalities.
5. A long-term Financial Plan (2022-2032) both capital and operating, departmentally and consolidated.

The review and evaluation committee consisted of a Councillor, Robert Reece, the CAO and Deputy Treasurer. Review criteria included:

1. Experience and Qualifications
2. Approach
3. Budget

We received three responses to our Request for Quotation:

1. Grant Thornton
2. KPMG
3. Watson & Associates

Having applied the criteria identified in the review and evaluation it was the determination of the selection committee that the project be awarded to Watson and Associates Economists Ltd.

**Respectfully Prepared and Submitted By:
Manuela Batovanja, Deputy Treasurer
Assistant Director of Corporate Services**

Recommendation

It is the recommendation of the selection committee to accept the proposal submitted by Watson & Associates Economists Ltd. for the development of a Municipal Long-Term Financial Plan for the price of \$49,600. The approved budget for this project is \$50,000.

Attachments

Watson & Associates Economists Ltd. Proposal, Municipality of Wawa RFQ 2021-01: Long Term Financial Plan.



Proposal

Municipality of Wawa

RFQ 2021-01: Long Term Financial Plan

SUBMITTED:

June 7, 2021

Watson & Associates Economists Ltd.

Gary Scandlan

905-272-3600 ext. 226

scandlan@watsonecon.ca

June 7, 2021

Manuela Batovanja
Deputy Treasurer
Municipality of Wawa
40 Broadway Avenue, P.O. Box 500
Wawa, Ontario
P0S 1K0

Re: RFQ 2021-01 Long-Term Financial Plan for the Municipality of Wawa

Further to your request for proposal, Watson & Associates Economists Ltd. (Watson) is pleased to submit our proposal for the above-referenced assignment.

We believe our extensive experience assisting Ontario municipalities with long-term financial plans, fiscal impact studies, and other similar financial studies since 1982 makes us well suited to this assignment.

Watson agrees to be bound by the proposal terms, conditions, and descriptions of services to be provided as stated herein, upon acceptance of the proposal by the Municipality. We trust the proposal includes the information you require. We would be pleased to discuss this proposal further if you have any questions.

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

Yours very truly,

WATSON & ASSOCIATES ECONOMISTS LTD.



Gary D. Scandlan, BA, PLE
Managing Partner and Director, Municipal Finance



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Section 1: Company Profile

1.1 Watson & Associates Economists Ltd.

Watson & Associates Economists Ltd. (Watson) is one of Canada's leading economic consulting firms, comprised of a committed 30-person staff of municipal economists, planners, accountants, and support staff. The firm has been in operation since 1982.

Serving over 250 municipal clients and utility commissions and 47 school boards throughout Ontario, many of which are long-term repeat clients, the firm is recognized as a leader in the municipal finance/local government field. The firm's senior members have participated extensively as expert witnesses on municipal finance and education matters at the O.M.B./LPAT for over 39 years.

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.

Full Legal Firm Name: Watson & Associates Economists Ltd.

Year Firm was Established: 1982

Number of Years of Experience: 39

Number of People Currently Employed: 30

Contact Name: Gary Scandlan, Managing Partner and Director
scandlan@watsonecon.ca

Telephone No.: 905-272-3600 ext. 226

Fax No.: 905-272-3602

Mailing Address: 101-2000 Argentia Road, Plaza Three, Mississauga, ON, L5N 1V9



1.2 Corporate 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 meet 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.

Section 2: Experience with Similar Projects

Watson has worked extensively over the years on many financial planning assignments. For a complete list of our municipal clients, see Appendix B. Below are three (3) references of municipalities where we have undertaken a recent long-term financial plan study.

Township of Springwater	
Company Name & Address:	Township of Springwater 2231 Nursery Road Minesing, ON L9X 1A8
Project Name:	2020 Long Range Financial Plan Update
Contact Person:	Jeff Schmidt
Position of Contact:	Chief Administrative Officer
Telephone:	705-728-4784 ext. 2009
Email:	Jeff.schmidt@springwater.ca
City of Barrie	
Company Name & Address:	City of Barrie 70 Collier Street, P.O. Box 400 Barrie, ON L4M 4T5



Project Name:	2020 Long Range Financial Plan
Contact Person:	Craig Millar
Position of Contact:	Director of Finance and Treasurer
Telephone:	Telephone: 705-739-4220 ext.5130
Email:	Craig.millar@barrie.ca
Town of Milton	
Company Name & Address:	Town of Milton 150 Mary Street Milton, ON L9T 6Z5
Project Name:	2021 Fiscal Impact Study
Contact Person:	Glen Cowan
Position of Contact:	Director, Finance
Telephone:	905-878-7252 ext. 2151
Email:	Glen.cowan@milton.ca

Section 3: Approach, Methodology and Project Schedule

3.1 Our Perspective of the Assignment

The Municipality of Wawa has requested a proposal to undertake the preparation of a Long-Term Financial Plan (L.T.F.P.), which is expected to cover a 10-year planning horizon (2022 – 2032). The study will assess and review the Municipality’s existing financial condition, existing financial planning policies and practices, and provide recommendations in order to ensure that current and future policies align with the Municipality’s strategic vision. The study will also aim to update the expected expenses, revenues, and capital requirements for each municipal department/division. The work plan is summarized in section 3.3.

3.2 Methodology

The suggested approach in the L.T.F.P. analysis commences with an examination of the current state of the municipality and a dialogue with staff on the overall vision over the next 10 years. An analysis of the economic drivers, existing property assessments, and population/employment trends will be undertaken to determine future tax revenue.



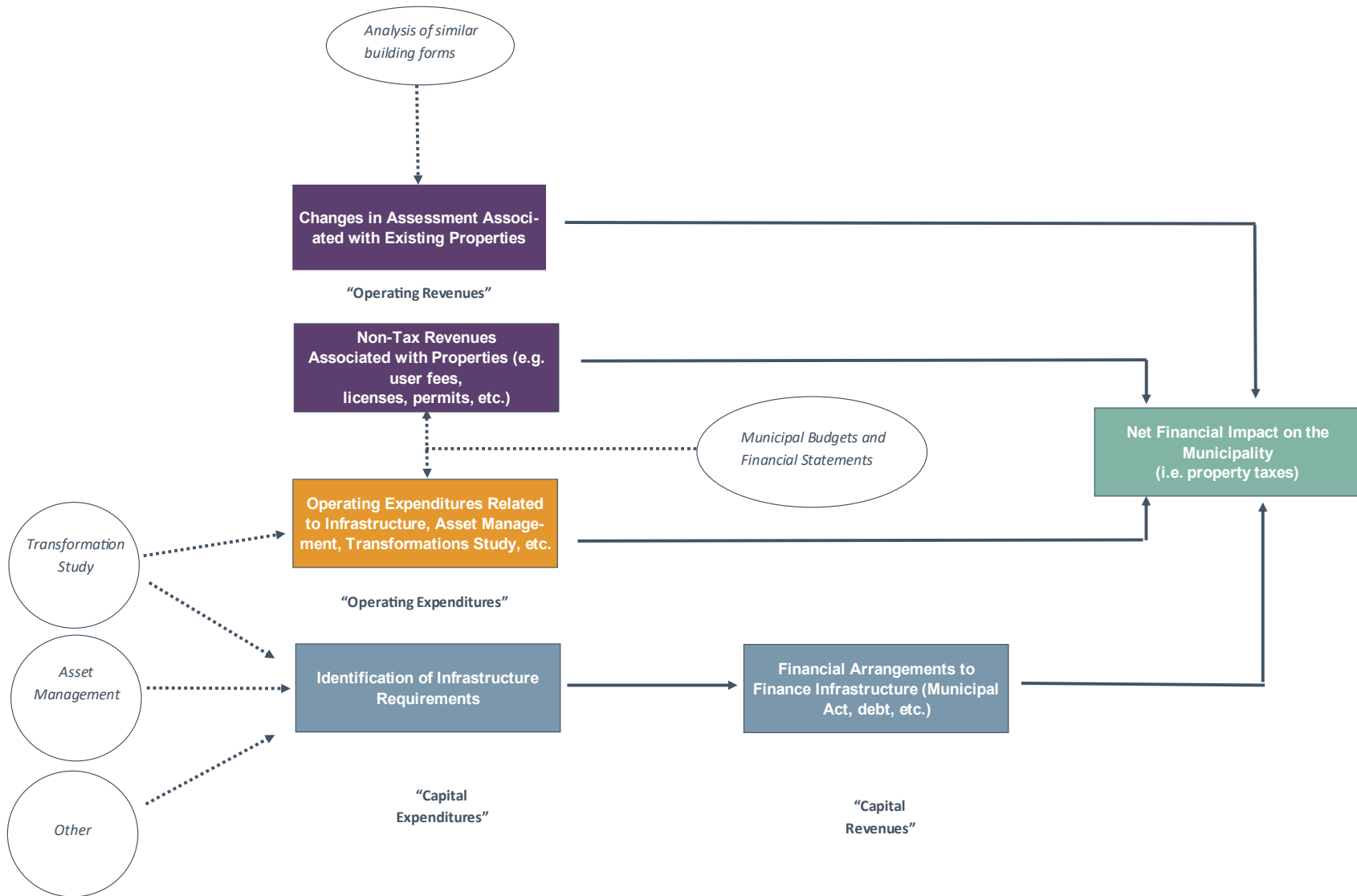
The capital needs forecast will need to be analyzed to determine appropriate sources of capital financing and the impacts on municipal debt capacity and reserve/reserve fund balances. Operating expenditures and revenues are also examined based on the current per capita/per employee program costs. This results in the development of a 10-year financial plan that identifies potential risks, develops policy recommendations, and maintains financial stability for the Municipality.

The figure below provides a schematic overview of Long-Term Financial Planning methodology, which is described as follows:

- Light Blue Boxes – denote the capital infrastructure needs to service the residents and businesses. For this information, we would rely on the Municipality’s capital needs documents such as the Asset Management Plan, the Transformation Study, and other capital forecasts. Methods of capital financing, including taxation, debt, reserves, reserve funds, grants, etc., are reviewed to establish a capital funding strategy.
- Orange Box – denotes the operating expenditures anticipated over time. These cost estimates are obtained from the Municipality’s operating forecast. Additionally, operating costs related to infrastructure, as well as other costs that may be identified through the asset management plan, transformation study, etc. will be examined.
- Purple Boxes – denote anticipated operating revenues. The upper box identifies the assessment revenues from residents and businesses over the forecast period. Discussions with staff will provide insights into the economic drivers of the Municipality, which will help determine estimates of future assessment values relative to Wawa’s tax ratios/rates. The lower box identifies non-tax revenues such as user fees, water rates, permits, licences, etc.
- Teal Box – denotes the overall financial impact on the Municipality over the forecast period. This will provide the capital and operating financial plan over the 10-year forecast period based on the findings from the various inputs.



Figure 3-1
Financial Plan Process





3.3 Proposed Work Plan

With respect to the specific requirements and objectives of this assignment, we have prepared the following work plan for undertaking the L.T.F.P. study:

Task #1 Kick-off, Review of Existing Documents, and Assessment of Current Financial Position

Task #2 Economic/Demographic Review

Task #3 Capital Budget/Forecast Analysis and Financing

Task #4 Operating Cost/Revenue Analysis

Task #5 Reserve and Reserve Fund Analysis

Task #6 Tax Rates, Assessment Forecast, and Analysis

Task #7 Analysis of Water Rates and Revenues

Task #8 Analysis of Debt Capacity and Other Policies

Task #9 Staff Review, Reporting, and Presentation

Task #1 Kick-off, Review of Existing Documents and Assessment of Current Financial Position

- Conduct a Kick-off meeting with staff to initiate the study process. Discussions with municipal staff to obtain an understanding of the Municipality's financial vision over a 10-year (2022-2032) planning period.
- Review and assess existing plans, policies, and agreements and their potential impact on the long-term financial sustainability of the Municipality (e.g. Master Plans, Asset Management Plan (recently completed), other significant agreements, etc.). This will also include reviewing the recommendations from the Transformation study being undertaken by Municipal Government Wayfinders.
- Gain an understanding of the Municipality's existing financial performance and position.
 - The Municipality's existing financial performance will be compared with selected municipalities (to be determined during the kick-off meeting)

Task #2 Economic/Demographic Review

- Gain insight from staff on the economic drivers within the Municipality. We will consider the trends in the Municipality's population/employment over the past 5



years and consider the population/employment assumptions to 2032. This may include:

- Reviewing the past actual building activity and 2016 census data.
- Utilizing objectives as set out in the Municipality's Official Plan and other relevant planning documents.
- Based on the economic drivers, we will work with staff to determine an appropriate estimate of property assessment for use in our tax revenue analysis (Task #6).

Task #3 Capital Budget/Forecast Analysis and Financing

- Review and incorporate capital infrastructure requirements from key documents (capital budgets/forecasts, Master Plans, Asset Management Plan, Transformation study, etc.).
- Work with municipal staff to develop capital program (both by department and consolidated) over the 10-year planning period.
- Identify options available to the Municipality for funding these costs (e.g. taxation, user fees, water rates, cost sharing agreements, front-end financing, etc.)
- Ensure any capital carry-forwards are captured (expenditure & financing).

Task #4 Operating Cost/Revenue Analysis

- Review and assess operating budget based on 2021 base data (if available) to be provided by staff.
- Confirm if the Municipality shares any expenditures with neighbouring municipalities. If applicable, we will examine Wawa's proportionate share of the expenditures and miscellaneous revenues to ensure adjustments can be made where required based on agreements.
- Review and include existing annual debt charges (for existing debenture issues) and calculate debt charges for prior year(s) capital which have been approved but not issued to date.
- Based on the capital financing identified in Task #3, calculate future debt charges and incorporate into the operating budget forecast.

Task #5 Reserve and Reserve Fund Analysis

- Review the current the reserves and reserve funds. This will include:



- Opening balances;
- Purpose (i.e. for funding capital and/or operating);
- Proposed Transfers; and
- Commitments/Work-in-Progress.
- Review and provide recommendations on the Municipality's Reserve and Reserve Fund Policies (e.g. minimum/maximum balances, etc.).
- Additionally, we will review the Municipality's current investments and assist in the development of an investment strategy/policy.

Task #6 Tax Rates, Assessment Forecast, and Analysis

- Confirm the current approved tax rates to be used for 2021 (municipal staff to provide).
- Based on the findings from Task #2, the estimated average assessment values over the 10-year planning period for residential and non-residential properties will be adjusted to incorporate the Municipality's economic situation.
- Using the assessment values above, provide a taxation revenue forecast over the 10-year planning period.
- Additionally, we will review the Municipality's current policy and work with staff to develop potential options for alternative tax classes and ratios (utilizing best practices in the municipal sector).

Task #7 Analysis of Water Rates, Expenditures, and Revenues

- In addition to the Tax-supported revenue, we will also assess (at a high level) the expenditure requirements against the water rate revenues generated from the water customers. This would include:
 - Reviewing the current water rates.
 - Confirming the current number of water customers by customer type for residential and non-residential.
 - Confirming actual water volumes for Residential and Non-residential.
- If the proposed expenditures require significant water rate increases, we will discuss with staff options to minimize any required spikes in the forecast (delaying capital expenditures, capital financing, internal loads from other reserves, etc.).



Task #8 Analysis of Debt Capacity and Other Policies

- Review and incorporate all existing tax and rate supported (and required/approved but not yet issued) debt into the model.
- Calculate new annual debt charges anticipated on future capital needs based on the capital financing identified through Task #3.
- Provide debt capacity calculations based on existing Municipality's approved financial framework criteria.
- Assist in the creation of a debt management policy, utilizing best practices in the municipal sector.
- Work with staff to develop policies in the event the Municipality has insufficient funds to finance operating and capital forecast (delaying capital works, issue debt, increase rates, etc.). This will include a dialogue with staff on the associated risks of undertaking the various funding alternatives.
- As mentioned in Task #1, the Municipality's existing financial performance will be compared with selected municipalities (to be determined through discussions with staff).
- Identify financial indicators which can be used by the Municipality to monitor and report their financial performance and position.

Task #9 Staff Review, Reporting, and Presentation

- Prepare a draft report and present the findings of the L.T.F.P. to senior management team (no later than October 29, 2021). The L.T.F.P. will be provided electronically that presents both capital and operating by department and consolidated. An executive summary will also be provided.
- Based on comments from staff, a final report will be prepared subsequent to the senior management team meeting, that shall:
 - Summarize the findings from the Tasks above.
 - Review, evaluate, and provide recommendations on the Municipality's current financial policies, including but not limited to the following: budget policy (Operating & Capital), reserve & reserve fund policy, debt management policy, and investment policy.
 - Develop financial strategies and action plans that will incorporate goals and objectives identified through the Long-Term Financial Plan process.



- Prepare and present a PowerPoint presentation outlining the findings of the Long-Term Financial Plan to Council (no later than November 16, 2021).

3.4 Project Schedule

Based on the detailed work plan for undertaking the L.T.F.P. in section 3.3, we have prepared a detailed study schedule provided in Figure 3-2 below.

Assuming project initiation with the first meeting in June 2021, the study process has been designed to provide the Municipality with a draft L.T.F.P. report in advance of the Senior Management Team (S.M.T.) meeting on October 29, 2021. A final report will be provided subsequent to the S.M.T. meeting to incorporate any comments from staff, and a presentation to Council will be undertaken by November 16, 2021. The proposed timeline is provided on the basis that all information is provided to us in a prompt fashion.

As noted in the R.F.Q., the Transformation study is currently being undertaken and may provide recommendations that will need to be incorporated into the L.T.F.P. process. Depending on the timing of completion of the Transformation study (and the recommendations to be adopted), the L.T.F.P. timelines provided herein may need to be refined to align with the completed of that work. The progress of that study will be reviewed and monitored with staff throughout this study process.

Should this proposed work schedule not reflect the work plan anticipated by staff, Watson would be pleased to review and amend, as necessary.



Figure 3-2
Municipality of Wawa
Detailed Timeline/Schedule by Task

Details	2021																								
	June				July				August				September				October				November				
Long-Term Financial Plan																									
1 Kick-off, Review of Existing Documents, and Assessment of Current Financial Position (1)*	SM																								
2 Economic/Demographic Review																									
3 Capital Budget/Forecast Analysis and Financing (1)*								SM																	
4 Operating Cost/Revenue Analysis (1)*										SM															
5 Reserve and Reserve Fund Analysis																									
6 Tax Rates, Assessment Forecast, and Analysis																									
7 Analysis of Water Rates and Revenues																									
8 Analysis of Debt Capacity and Other Policies																									
9 Staff Review, Reporting, and Presentation (2)*																						DR	SMT	FR	CP
10 Project Management																									

SM - Staff Meeting (Virtual Meeting)
 SMT - Senior Management Team (Virtual Meeting)
 CP - Council Presentation (Virtual Meeting)
 DR - Draft Report
 FR - Final Report



Section 4: Consultant Team

4.1 Qualifications and Background of Consultation Team

The following staff members are available and are committed to assisting the Municipality in its preparation of the L.T.F.P.

Gary Scandlan, BA, PLE, Director, would be the project manager of the study process. Mr. Scandlan has been with the firm of Watson & Associates Economists Ltd.



since 1989, before which he worked for two Regional municipalities. In regard to the latter, he held senior managerial positions and was directly responsible for long-range financial planning, investments, debt management, long-term rate and tax impact planning as well as all facets of capital financing. He is presently a member of the firm's senior management group, which develops interpretations of legislative requirements, as well as methodologies and

formats and determines alternative policy strategies for all facets of the corporate assignments. Mr. Scandlan has undertaken numerous Long Term Financial Plans addressing the long-term operating and capital needs of municipalities. In early 2000, he prepared the Municipal Capital Budget Manual on behalf of the Province of Ontario. As well, he has carried out numerous municipal finance training sessions on behalf of the MFOA and AMCTO.

Byron Tan, MBE, PLE, Senior Project Coordinator will be the main contact and be responsible for the development of the L.T.F.P., capital and operating forecasts, policy review, staff meetings, calculations, and the compilation and preparation of reports and presentations. Since joining the firm in 2013, Byron has assisted in completing development charge studies, water and wastewater rates & asset management studies, long-term financial plans, and fiscal impact assessments for municipalities. Byron holds a B.A. (Honours) degree in Economics and a Master of Business Economics from Brock University.





Jamie Cook, MCIP, RPP, PLE, Director, will be responsible for overseeing the preparation of the population/employment forecast portion of the study. Mr. Cook has approximately 20 years' experience in developing economic/fiscal impact studies and economic models across Canada. He is currently a member of the firm's senior management group which oversees all facets of corporate assignments and decision making. Mr. Cook has also defended his work at the

LPAT on several occasions. He is a registered professional planner (RPP), a professional land economist (PLE) and a member of the Economic Developers Council of Ontario (EDCO).

Navreet Bains, M.B.A., Consultant, will assist in the collection, compilation, and analysis of data, report documentation and preparation. Navreet joined the firm in the spring of 2018 and primarily works in the field of D.C.s and water and wastewater rate studies, financial plans and fiscal impact studies. She brings experience in municipal finance from her graduate level co-op role as a Financial Analyst with the Region of Peel. Navreet holds a Bachelor of Science (Honours) degree from the University of Toronto and a Master of Business Administration degree in Finance from McMaster University.



Vladislav Petrov, B.A., M.A., Consultant, will assist in the preparation of the population/employment forecast. Vlad joined the firm in 2017 and primarily works in the areas of demographics and land needs forecasting. Vlad has assisted with data input and analysis in the areas of growth forecasting for various demographic studies. His previous experience includes working as an Assistant Business Analyst for Cancer Care Ontario, an Economic Analyst for the Burlington Economic Development Corporation, a

Business Consultant for FreshInsights Consulting and later as an Economic Development Intern for Halton Region.

A curriculum vitae and contact information for each of the above individuals are included in Appendix A and can also be found on the company's website www.watsonecon.ca.



Section 5: Proposed Budget

Based on the work program identified in section 3, our budget estimate to complete the L.T.F.P. is \$49,600 (exclusive of applicable taxes). A breakdown of the budget estimate by study step and by individual consultant is presented below.

Figure 5-1
Detailed Budget by Study Step

Budget by Milestone	Watson & Associates Economists Ltd.					Total Resources
	Gary Scandlan, Director	Byron Tan, Senior Project Coordinator	Navreet Bains, Consultant	Jamie Cook, Director	Vlad Petrov, Consultant	
Hourly Rates	\$305	\$205	\$150	\$295	\$150	
Long-Term Financial Plan						
1 Kick-off, Review of Existing Documents, and Assessment of Current Financial Position (1)*	8	8	6	2	2	26
2 Economic/Demographic Review	4	4	4	5	12	29
3 Capital Budget/Forecast Analysis and Financing (1)*	8	8	12	-	-	28
4 Operating Cost/Revenue Analysis (1)*	8	8	12	-	-	28
5 Reserve and Reserve Fund Analysis	4	6	10	-	-	20
6 Tax Rates, Assessment Forecast, and Analysis	4	8	10	-	-	22
7 Analysis of Water Rates and Revenues	4	8	10	-	-	22
8 Analysis of Debt Capacity and Other Policies	4	10	10	-	-	24
9 Staff Review, Reporting, and Presentation (2)*	10	10	10	-	-	30
10 Project Management	2	2	2	-	-	6
Total Number of Hours	56	72	86	7	14	235
Disbursements (telephone, courier, reports) ¹						\$ 700
Total Reserve and Reserve Fund Policy Review (Excluding Tax) - Rounded	\$ 17,080	\$ 14,760	\$ 12,900	\$ 2,065	\$ 2,100	\$ 49,600
Additional Meetings upon request (based on 3 hours with Gary and Byron)						\$ 1,500

(#) Indicates Conference Call/Meeting

* Hours for Conference Calls/Meetings include preparation

¹ Disbursements do not include travel as meetings are assumed to be undertaken virtually due to COVID-19 restrictions

- i. The budget relates to the calculations, report preparation and presentations of the findings to staff and Council. The budget does not cover time should an appeal occur, or liability for the results thereof.
- ii. The budget provides for a start-up meeting, (2) staff meetings, (1) presentation to Senior Management Team, and one (1) Council meeting. The meetings provided herein are assumed to be virtual. Watson has numerous tools and platforms in place to allow for efficient and ongoing communication while working remotely. If municipal staff wish to have Watson attend additional meetings, we would be available to prepare for and attend at an upset budget of \$1,500 per virtual meeting.



- iii. Out-of-pocket disbursements for travel, long distance, copying and related expenses, are invoiced at cost. Budget does not include applicable taxes.
- iv. Meetings are assumed to be conducted virtually, however if in person meetings are preferred, they can be arranged with additional budget approval for travel expenses.
- v. Our billings are submitted on a monthly basis for time worked on the project during the previous month. Billings are on a net 30-day basis.
- vi. The quotation provides for digital copies of the draft and final reports. The final report shall include a table of contents, executive summary, analysis, and supporting appendices.



Section 6: Other Matters

6.1 Conflict of Interest

Watson confirms that we have no non-municipal clients within the Municipality, therefore we have no conflict of interest with undertaking this study.

6.2 Accessibility

Watson is committed to producing accessible documents that comply with Municipality 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 Pro DC 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 Municipality. Often these complex data tables would be included as a separate appendix in order that they can be separated from the main document when being published in the public domain (e.g. municipal website) where accessibility is required.

6.3 COVID-19

In response to the COVID-19 pandemic and the recommendations given by the Province, Watson has implemented strategies to ensure the safe interaction with our clients, employees, and the public. Furthermore, we are committed to the successful completion of all contracts using the best tools available. Our employees are set up to work remotely and have been trained in software and processes to continue to work collaboratively with all our clients, colleagues, and sub-contractors. We also have the ability to teleconference through audio and video means to hold meetings, interviews, etc. In addition, we have been working with clients in the existing environment on conducting virtual public meetings and have had discussions regarding possible online/digital public engagement opportunities, should that become a necessity. We continue to communicate with our clients and third-party service providers on their own business continuity plans to ensure cooperation and best practices.



Appendices



Appendix A

Watson & Associates Economists Ltd.

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.

Gary Scandlan, BA, PLE

Managing Partner



Gary supports about 150 municipalities across Canada in economic, local government and planning matters.

In 2001, Gary had considerable involvement in the Walkerton Inquiry, and has since been working with 70 municipalities to establish water and wastewater rate structures that will ensure financial sustainability.

Gary often authors articles and presents on matters relating to the Development Charges Act, revenue alternatives to taxation, privatization of municipal services, municipal financial planning, and full cost pricing of water and wastewater services.

He frequently appears before the Local Planning Appeal Tribunal (formerly the Ontario Municipal Board) and other tribunals on behalf of municipalities.

EDUCATION

1985

Completed 9 courses towards attaining a Certified Management Accountant designation.

1978, McMaster University

Bachelor of Arts, Economics

EMPLOYMENT HISTORY

Current

Managing Partner, Watson & Associates Economists Ltd.

- Carries co-responsibility for the firm's municipal sector practice.
- Managing studies related to development charges, local government finance and restructuring, financial operations and policy, asset management and lifecycle costing, and industrial market and economic forecasts.

1984-1989

Manager of Economic Analysis and Policy Development, Halton Region

- Handled capital budgets, debt, cash and reserve management, banking relations, credit rating, financial and economic studies, and financial and security requirements on new development.

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Office: 905-272-3600
Fax: 905-272-3602
www.watsonecon.ca




Watson
& Associates
ECONOMISTS LTD.



EMPLOYMENT HISTORY cont'd

1983-1984

Capital Budget and Debt Management Analyst, Halton Region

- Led the areas of debt management, credit rating, work in progress accounting control, year-end financial statement preparation, debenture issues, and provincial capital grant application and audit.

1978-1983

Supervisor of Grants and Cash Management and Supervisor of Capital Programs, Regional Municipality of Hamilton-Wentworth

- Supported the areas of debt, cash and reserves management, payroll, accounts receivable, provincial grants, banking relations, capital budget, work in progress accounting control, local improvements, credit rating and debenture issues.

PROFESSIONAL CERTIFICATIONS

- Professional Land Economist (PLE)

PROFESSIONAL AFFILIATIONS

- Member, Municipal Finance Officers' Association of Ontario
- Member, Ontario Public Works Association
- Member, Ontario Water Works Association
- Member, Toronto Association for Business and Economics

EXPERTISE

- Asset management/PSAB
- Demographics and land needs studies
- Developer/cost sharing
- Development charge hearings/post development charge by-law
- Development charge studies
- Feasibility and business case studies
- Financial and economic impact
- Municipal financial planning and policy
- Municipal restructuring/annexations/service delivery
- Municipal service master planning and environmental assessments
- Ward boundary reviews
- Waste management
- Water, wastewater and stormwater rate studies

Byron Tan, BA (Hons), MBE, PLE

Senior Project Coordinator



Byron works primarily in the areas of municipal finance, development charges, water and wastewater rate studies, and fiscal impact assessments.

With a background in business economics, he has valuable experience in analytics, forecasting and project management.

EDUCATION

2013, Brock University
Master of Business Economics (MBE)

2011, Brock University
Bachelor of Arts (Honours), Economics

EMPLOYMENT HISTORY

Current

Senior Project Coordinator, Watson & Associates Economists Ltd.

- Focused on municipal finance, development charges, water and wastewater rate studies, and fiscal impact assessments.

2012-2013

Purchasing Analyst, Purchasing and Customs Department, TRW Canada Ltd.

- Investigated and approved unaccounted payments for finance department.
- Assisted RFQ process and prospective supplier assessments for new program launches.
- Collaborated with local and global counterparts to build five-year budget forecasts, long-run projections and Global Competitive Sourcing of parts.



EMPLOYMENT HISTORY cont'd

2011-2013

Teaching Assistant, Economics Department (Dr. Tomson Ogwang & Professor Marilyn Cottrell), Goodman School of Business, Brock University

- Conducted labs and tutorials for students in the areas of Macroeconomics, Microeconomics and Business Econometrics.
- Demonstrated the application of theory by using mathematical equations and regression software to analyze and interpret forecasting results.

2007

Logistics Officer, Department of National Defence, Kanata, Ontario

- Worked as a civilian with an operating rank of 2nd Lieutenant.
- Acted as operations manager for living quarters of personnel.
- Coordinated with the Department of Public Works and Government Services to ensure infrastructure maintenance.

PROFESSIONAL CERTIFICATIONS

- Professional Land Economist (PLE)

PROFESSIONAL AFFILIATIONS

- Member, Association of Ontario Land Economists
- Member, Canadian Economics Association

EXPERTISE

- Asset management/PSAB
- Development charges
- Economic impact of development
- Feasibility/business case studies
- Ward boundary reviews
- Waste management
- Water and sewer rate studies

Navreet Bains, BSc. (Hons), MBA Consultant



At Watson, Navreet works primarily in the areas of municipal finance and development charges.

She brings valuable experience in municipal finance from her graduate level co-op role as a Financial Analyst with the Region of Peel.

EDUCATION

2017, McMaster University
Master of Business Administration

2014, University of Toronto
Bachelor of Science (Honours), Life Science Honours

EMPLOYMENT HISTORY

Current
Consultant, Watson & Associates Economists Ltd.

- Supports the areas of municipal finance and development charges.

2017

Financial Analyst, Financial Planning and Strategic Analysis, Region of Peel

- Developed models to ensure tax revenue remained consistent with funding the Region's operating expenses.
- Conducted research into development charge rates and policies for inclusion in future by-laws.



EMPLOYMENT HISTORY cont'd

2016

Allocation Analyst, TJX Canada Inc.

- Analyzed sales data and developed inventory strategies to maximize sales growth.
- Created various reports and models to better understand sales trends.
- Updated and maintained quantitative business tools, as needed.

2014

Research Assistant, University of Toronto

- Provided research assistance and conducted experiments.

EXPERTISE

- Asset management/PSAB
- Development charges
- Financial and economic impact of development
- Feasibility/business case studies
- Water and sewer rate studies

Jamie Cook, MCIP, RPP, PLE

Managing Partner



Jamie is a land economics and land-use planning consultant. During his career, he has worked for both the private and public sectors in a variety of positions with increasing responsibility.

Over the past two decades with Watson, Jamie has been a key player in developing the firm's expertise in several core areas, including demographics, growth management, employment lands needs, economic impact analysis, real estate market analysis and municipal finance.

In addition to his technical expertise, Jamie has an extensive background in the policy and legislative framework surrounding municipal finance and planning matters.

Throughout his career, he has developed wide-spread experience working with numerous public sector clients in both urban and rural locations across Canada in the above-mentioned core areas.

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

EDUCATION

1999, Queen's University

Master of Urban and Regional Planning, Land Use and Real Estate, Environmental Planning and Management

1997, British Columbia Institute of Technology

Select Courses in Geographical Information Systems (GIS) and AutoCAD

1996, University of Guelph

Bachelor of Environmental Science (Honours), Natural Resource Management, Resource and Environmental Economics

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Watson
& Associates
ECONOMISTS LTD.



EMPLOYMENT HISTORY

Current

Managing Partner, Watson & Associates Economists Ltd.

- Carries responsibility for the firm's planning and land economics practice.
- Manages multi-disciplinary projects related to growth management and long-term urban land needs.
- Oversees residential, industrial, and commercial market analysis studies, economic and municipal financial impact analysis studies, including research, computer modelling, report writing and presentations.
- Involved in the preparation of municipal, utility and school board development charge studies.

1999-2000

Policy Advisor, Ministry of Municipal Affairs & Housing

- Analyzed and advised the Office for the Greater Toronto Area and the Minister's office on issues related to land-use planning, municipal infrastructure, telecommunications and regional economic competitiveness.
- Completed research studies, briefing notes, Minister's responses and cabinet submissions related to GTA-wide issues.

1998

Planning Assistant/GIS Specialist, Natural Resources Canada, Strategic Planning Division

- Assisted in the development of an intranet-based facilities management GIS for Natural Resources Canada's nation-wide real property.

1997

Planning/GIS Technician, Regional Municipality of Halton Region, Planning & Public Works Department

- Assisted municipal planners and engineers with mapping services regarding regional land-use planning, environmental services and transportation projects.

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, Lambda Alpha International Society of Land Economists
- Member, Ontario Professional Planners Institute

EXPERTISE

- Development charges
- Economic impact of development
- EDC growth forecasts
- Employment lands strategies
- Enrolment projections and demographic studies
- Growth management/MCR/OP, secondary plan growth forecasts
- Intensification studies
- Municipal competitiveness
- Municipal financial planning and policy
- Office market studies
- Retail market studies

Vladislav Petrov, BA, MA

Consultant



Vlad joined Watson in 2017 with a strong economic background and familiarity with both the municipal and regional levels of government. His experience has allowed him to use analytical and data modelling techniques to research, develop and implement various projects.

Vlad's capabilities make him an asset to Watson and our clients, in the areas of demographics and land needs forecasting.

EDUCATION

2016, Ryerson University

Master of Arts, International Finance and Economics

2015, Ryerson University

Bachelor of Arts, International Economics and Finance

EMPLOYMENT HISTORY

Current

Consultant, Watson & Associates Economists Ltd.

- Supports the areas of demographics and land needs forecasting.

2017

Economic Development Intern, Halton Region

- Managed data initiatives including economic database updates, key sector and industry cluster studies, trend analysis, data enquiry response and quarterly economic reports.

Business Consultant, FreshInsights Consulting

- Led three successful projects including a go-to market strategy, tactical growth plan and product development recommendation.



EMPLOYMENT HISTORY cont'd

2016-2017

Economic Analyst, Burlington Economic Development Corporation

- Managed the economic and market analysis to support the successful development and implementation of BEDC's Strategic Plan.

2015-2016

Graduate Assistant, Ryerson University

- Conducted tutorials and held office hours in the areas of Microeconomics and Engineering Economics; invigilated and graded exams.

2014-2015

Assistant Business Analyst, Cancer Care Ontario

- Collaborated with multiple stakeholder groups and departments to gather and document project requirements and analyze data for the delivery of Business Requirements Documents.

EXPERTISE

- Development charges
- Employment lands strategies
- 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