



# 2020 Ward Boundary Review

Township of Brock

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Final Report

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# Table of Contents

	Page
<b>1. Introduction and Study Objectives .....</b>	<b>1</b>
<b>2. Context .....</b>	<b>1</b>
<b>3. Project Structure and Timeline.....</b>	<b>3</b>
<b>4. The Preliminary Options Paper .....</b>	<b>4</b>
<b>5. Population and Growth Trends .....</b>	<b>4</b>
5.1 Existing Population and Structure.....	5
5.2 Forecast Population Growth, 2019 to 2030.....	6
<b>6. Public Engagement .....</b>	<b>7</b>
<b>7. Principles .....</b>	<b>8</b>
<b>8. Brock's Existing Ward Structure.....</b>	<b>9</b>
<b>9. Recommended Options .....</b>	<b>10</b>
<b>10. Next Steps .....</b>	<b>24</b>
<b>Appendix A .....</b>	<b>A-1</b>



# 1. Introduction and Study Objectives

In February 2020, Council gave budgetary approval for a review of the Township of Brock ward boundaries before the 2022 municipal election. Watson & Associates Economists Ltd. (Watson), in association with Dr. Robert J. Williams, hereinafter referred to as the Consultant Team, was retained by the Township of Brock to conduct a comprehensive ward boundary review (W.B.R.).

The primary purpose of the W.B.R. is to prepare Brock Council to make decisions about whether to maintain the existing ward structure or to adopt an alternative arrangement. The project has a number of key objectives in accordance with the project terms of reference, as follows:

- Develop a clear understanding of the present ward system, including its origins and operations as a system of representation;
- Evaluate the strengths and weaknesses of the present ward system on the basis of identified guiding principles;
- Develop and conduct an appropriate consultation process in accordance with Brock's public engagement practices under COVID-19 restrictions to ensure community support for the review and its outcome;
- Identify plausible modifications to the present ward structure; and
- Deliver a report that will set out recommended alternative ward boundaries to ensure effective and equitable electoral arrangements for Brock, based on the principles identified.

This phase of the study provides Council with a final report and alternative ward boundary structures for their consideration.

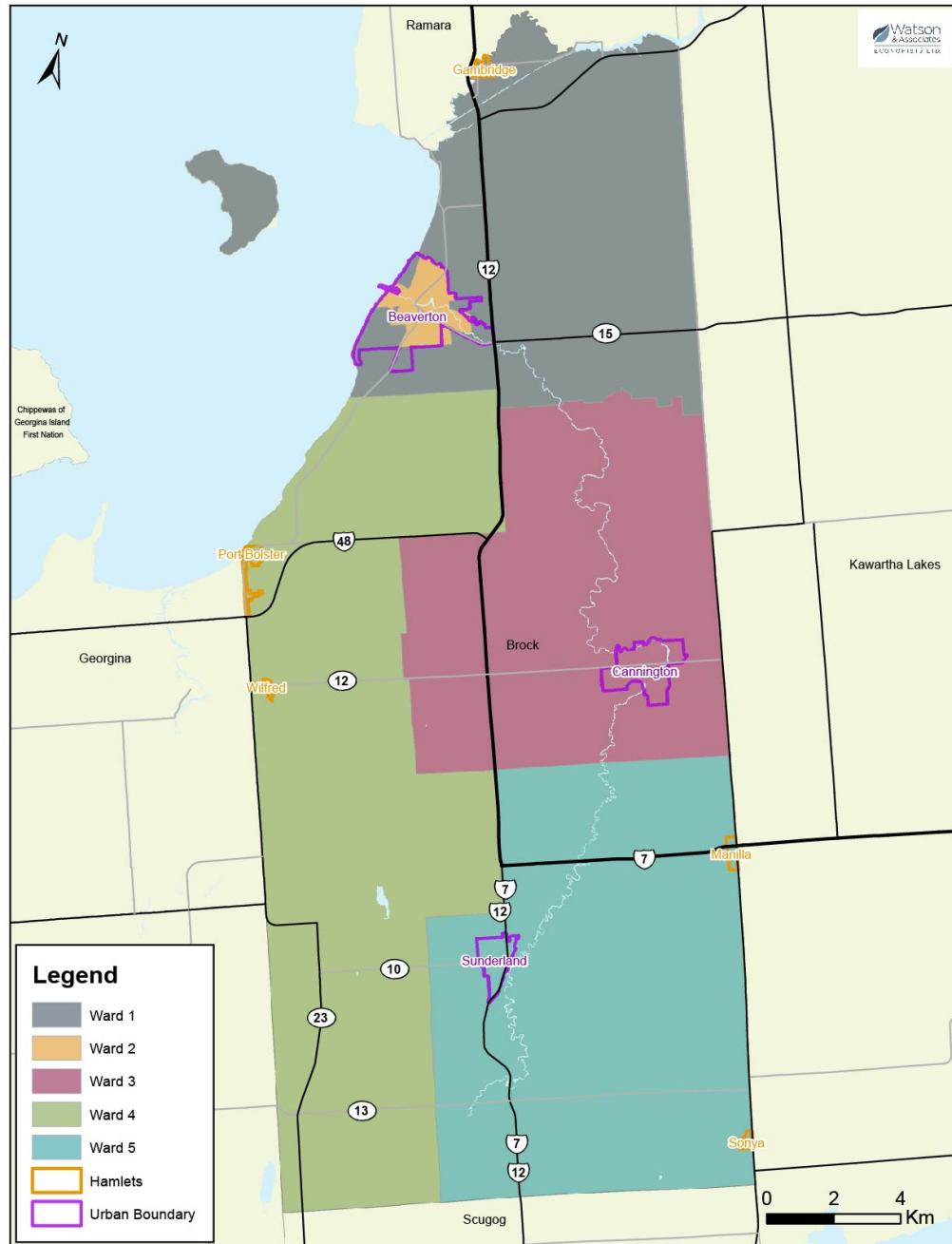
# 2. Context

The basic requirement for any electoral system in a representative democracy is to establish measures to determine the people who will constitute the governmental body that makes decisions on behalf of electors. Representation in Canada is organized around geographic areas, units referred to as constituencies in the federal and provincial parliaments and typically as wards at the municipal level, as is the case in the Township of Brock.



At present, Council is comprised of seven members, consisting of a Mayor, and a Regional Councillor, both elected at-large and five Councillors elected in five wards. The existing ward structure is presented in Figure 2-1.

Figure 2-1  
Brock Current Ward Structure





Brock Township was established under provincial legislation at the beginning of 1974 as a lower-tier municipality in the new Regional Municipality of Durham. It was the result of an amalgamation of four separate municipalities: the Townships of Brock and Thorah, and the Villages of Beaverton and Cannington. The former Police Village of Sunderland was dissolved as part of the amalgamation.

The wards in which Councillors are elected in Brock have remained unchanged since the municipality was created, but the Township's permanent population has increased by more than 16% from approximately 10,000 in 1974 to 11,642 in the 2016 Census and has grown since then. Over the period since 1974, the Township has also experienced moderate growth in seasonal population. This increase within Brock Township has contributed to inequalities in ward-to-ward population which is expected to be enlarged through future residential development over the next decade that will be concentrated in two urban settlements. These facts lead to questioning whether the present system of representation is consistent with the changes that have occurred in the municipality since amalgamation or are expected to occur in the next decade.

A W.B.R. is a task designed to develop units of representation that reflect the distribution of the inhabitants of a municipality for electoral purposes. Given that municipalities experience demographic shifts as a result of new residential development and changes in the composition of their population, electoral arrangements need to be reviewed periodically to ensure that representation remains fair and that electors have an opportunity to elect candidates they feel can truly represent them and their neighbours.

### 3. Project Structure and Timeline

The W.B.R. commenced in May 2020 and is anticipated to be completed in March 2021.

Work completed to-date includes:

- Research and data compilation;
- Interviews with Councillors, the Mayor and municipal staff;
- Population and growth forecasting and data modelling to 2030;
- Development of four preliminary ward boundary alternatives;
- Preparation of a Preliminary Options Paper, released to the public on October 20, 2020;



- Public consultation on existing ward structure and preliminary alternatives; and
- Development of final options and recommendations, and preparation of a Final Report (this document constitutes the Final Report).

## 4. The Preliminary Options Paper

A Preliminary Options Paper was released to the Brock community on October 20, 2020 and is available on the Township's website:

[https://www.townshipofbrock.ca/en/municipal-office/resources/Ward-Boundary-Review/Brock-WBR-Preliminary-Options-Report\\_updated.pdf](https://www.townshipofbrock.ca/en/municipal-office/resources/Ward-Boundary-Review/Brock-WBR-Preliminary-Options-Report_updated.pdf)

The Preliminary Options Paper serves as a platform for the Final Report since it includes:

- An explanation of the terms of reference and objectives for the W.B.R.;
- An outline of the format and timeline for the project;
- The context and background for the W.B.R.;
- A detailed discussion and explanation of the guiding principles that frame the study;
- An analysis of the distribution of the present municipal population and a forecast of population growth over the 2020 to 2030 period;
- An analysis and preliminary evaluation of the present wards within the context of the guiding principles; and
- Preliminary Alternative Ward Options developed by the Consultant Team.

This Final Report does not explore the topics discussed in the Preliminary Options Paper except in summary form to provide context and assumes that those interested in the recommendations included herein have reviewed the Preliminary Options Paper.

## 5. Population and Growth Trends

One of the basic premises of representative democracy in Canada is the notion that the geographic areas used to elect a representative should be reasonably balanced with one another in terms of population. In order to evaluate the existing ward structure and subsequent alternatives in terms of representation by population in the existing year (2020), Watson developed a detailed population estimate for the Township and its



respective wards and communities. This analysis reflects both Brock's permanent and seasonal population.

## 5.1 Existing Population and Structure

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Brock's permanent 2020 population is estimated to total 12,850.<sup>1</sup> The Township's seasonal population is estimated at approximately 920 and is also factored into the total population.<sup>2</sup> The Consultant Team estimates the Township of Brock's 2020 population, reflecting both permanent residents and seasonal residents, totals approximately 13,770. Permanent residents account for approximately 93% of the population base, while seasonal residents account for 7%. The seasonal residents are primarily located in Beaverton and along Lake Simcoe.

The Township's 2020 total population by settlement area as well as rural population is presented in Figure 5-1. As shown, 29% (population of 3,990) is located in Beaverton followed by 16% (2,170) in Cannington, and 12% (1,590) in Sunderland. The balance of 44% (population of 6,030) is located within the Township's rural area.

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<sup>1</sup> Reflects a mid-2020 population estimate which includes Census undercount of approximately 3.1%.

<sup>2</sup> The Township's seasonal population was estimated using 2016 Census housing data and MPAC property information and applying an average persons per unit (i.e. occupancy) of 3.66.



Figure 5-1  
Township of Brock  
2020 Population by Community

Population by Community		
Community	2020 Total Population <sup>1</sup>	Population Share
Urban	7,750	56%
Beaverton	3,990	29%
Cannington	2,170	16%
Sunderland	1,590	12%
Rural	6,030	44%
<b>Total</b>	<b>13,770</b>	<b>100%</b>

Note: Population may not add due to rounding

<sup>1</sup> Population includes permanent and seasonal population and the census undercount of approximately 3.1%

## 5.2 Forecast Population Growth, 2019 to 2030

Forecast population growth Township-wide over the 2020 to 2030 period was guided by the Township of Brock's 2019 Development Charges Background Study,<sup>3</sup> updated to reflect recent development trends. Community level growth allocations were guided by a comprehensive review of opportunities to accommodate future residential growth through plans of subdivision (registered unbuilt, draft approved and proposed), site plan applications, and discussions with municipal planning staff.

The Township of Brock is expected to experience moderate population growth and shifts over the next decade. By 2030, Brock's population is expected to reach approximately 15,700, an increase of 14% (approximately 1,930 people).<sup>4</sup>

<sup>3</sup> Township of Brock 2019 Development Charges Background Study prepared by Hemson Consulting Ltd.

<sup>4</sup> Reflects permanent and seasonal population and Census undercount of approximately 3.1%.



Approximately three-quarters of the population growth, totalling about 1,500, is expected within Beaverton as illustrated in Figure 5-2. Sunderland is also expected to experience strong population growth over the period, with an increase of approximately 510 people over the period. The highest population growth is anticipated in new urban greenfield areas within existing Wards 1 and 5.

Figure 5-2  
Township pf Brock  
Population Growth by Community, 2020 to 2030

Geography	2020 Population <sup>1</sup>	2030 Population <sup>1</sup>	2020-2030 Growth
Beaverton	3,990	5,490	1,500
Cannington	2,170	2,070	-100
Sunderland	1,590	2,100	510
Rural	6,030	6,040	10
<b>Total</b>	<b>13,770</b>	<b>15,700</b>	<b>1,930</b>

Note: Population may not add due to rounding

<sup>1</sup> Population includes permanent and seasonal population and the census undercount of approximately 3.1%

## 6. Public Engagement

The W.B.R. employed a comprehensive public engagement strategy, in which the Consultant Team solicited feedback from staff, Council, and citizens of the Township of Brock through a variety of methods:

- When this review was planned in the early part of 2020, public consultation sessions (open houses) were to be held in each of the present wards; that option was not available in light of the COVID-19 pandemic, but a set of online engagement opportunities were provided through a public-facing website;
- Public consultation sessions were re-formatted into two virtual open houses on Wednesday, October 21, 2020, one at 2 p.m. and the other at 7 p.m.

Information on the W.B.R. process was communicated through the website, as well as through social media posts on Facebook and Twitter, and additional notices were provided through local news media and newsletters. A summary of the engagements can be found in Appendix A.



The Township of Brock Ward Boundary Review webpage ([www.townshipofbrock.ca/wbr](http://www.townshipofbrock.ca/wbr)) had 842 views from September 2020 to January 2021. This page was home to project materials (discussion papers, videos, presentations, etc.), project status and timelines as well as links to surveys and virtual open houses. The Township also had a presentation through Twitter and Facebook which reached out to over 9,500 people, engaging 788.

Two surveys were made available to the public through the project to help guide the consultants on understanding what is important to the members of the community. The phase one survey, completed by 57 people, gave insights into which guiding principles were more important to the public, and the phase two survey, completed by 68 people, presented the four preliminary options, with Preliminary Option 1 and 3 receiving the most first-place votes. All responses and engagement provided by the community were reviewed by the Consultant Team and went into forming the recommended options found in this report. Through the engagement process, it was concluded that the entire lakeside area south of Beaverton should not be divided between wards but also that it should be included with Beaverton since it “has more in common with Beaverton than the countryside-based” wards, and this has been represented in the recommended options of this report.

## 7. Principles

As discussed in section 3 of the Preliminary Options Paper, Brock’s W.B.R. is framed by guiding principles that are used to evaluate both the existing ward boundary structure and alternative options.

The five guiding principles for the Township of Brock’s W.B.R are:

- a. Representation by Population
- b. Population and Electoral Trends
- c. Representation of Communities of Interest
- d. Geographical and Topographical Features
- e. Effective Representation.

These principles are discussed at length in section 3.1 of the Preliminary Options Paper. They will be briefly revisited in this final report, however, as the choice before Council requires a thorough consideration of each principle, and an evaluation of which



should be prioritized in determining an appropriate system of representation for the 2022 municipal election in Brock.

The principles contribute to on-going access between elected officials and residents, but they may occasionally conflict with one another. Accordingly, it is expected that the overriding principle of effective representation will be used to arbitrate conflicts between principles. Any deviation from the specific principles must be justified by other principles in a manner that is more supportive of effective representation.

The priority attached to certain principles makes some designs more desirable in the eyes of different observers. Ultimately, the ward design adopted by Brock's Council should be the one that best fulfills as many of the guiding principles as possible.

## 8. Brock's Existing Ward Structure

A preliminary evaluation of the existing ward structure in Brock (see Figure 2-1 above) is found in section 5 of the Preliminary Options Paper. That discussion rigorously applied the guiding principles to the individual wards and the overall design, found in Table 8-1 (below).

The analysis suggests that the existing ward boundary configuration in Brock does not fully meet the expectations for five of the six guiding principles. In other words, it would be improbable that a review aiming to meet the principles set out for this W.B.R. would recommend a structure that follows the existing ward boundaries. As a result, the Consultant Team recommends that Brock Council should consider alternate ward configurations.

Table 8-1  
Existing Brock Ward Configuration Evaluation Summary

Principle	Does the Current Ward Structure Meet the Respective Principle? <sup>1</sup>	Comment
Representation by Population	Yes	All wards are within about 10% of optimal.



Principle	Does the Current Ward Structure Meet the Respective Principle? <sup>1</sup>	Comment
<b>Population and Electoral Trends</b>	<b>No</b>	One ward is well above the optimal range and another is at the bottom of the range.
<b>Representation of Communities of Interest</b>	<b>Partially Successful</b>	Three urban centres are in separate wards, but many Beaverton neighbourhoods are outside Ward 2. Ward 4 is neither compact nor coherent.
<b>Geographical and Topographical Features</b>	<b>Partially Successful</b>	Some boundaries use irregular property lines or are notional. Main roadways are used inconsistently.
<b>Effective Representation</b>	<b>Partially Successful</b>	Internal communications in some wards are challenging. Most are not coherent communities. Future population is unbalanced.

<sup>1</sup> The degree to which each guiding principle is satisfied is ranked as “**Yes**” (fully satisfied), “**Largely Successful**,” “**Partially Successful**,” or “**No**” (not satisfied).

## 9. Recommended Options

As its title suggests, the Preliminary Options Paper proposed four ward configurations (see pages 21 to 32) that are more consistent with the five guiding principles than the present system. Brock is a community created through amalgamation, with two small inland population centres (Cannington and Sunderland) and a larger rapidly growing urban centre (Beaverton) on Lake Simcoe, plus hundreds of rural and recreational properties of varying sizes. These features of Brock Township mean that designing an equitable ward system has been a challenge for the Consultant Team since the municipality is arguably less coherent politically than many municipalities, with no obvious focal point that effectively connects the main population centres to one another.



Preliminary Option 1 was a “minimal change” model since Wards 3, 4, and 5 are kept largely intact while Wards 1 and 2 reconfigure the northern area of the Township into two new wards. Preliminary Option 2 presented an arrangement that achieved an equitable distribution of population over the next three elections, but divided Beaverton into two wards. Preliminary Option 3 placed the highest priority on communities of interest (including placing all of Beaverton in a single ward), but at the cost of present and future population parity. Preliminary Option 4 proposes a single compact urban ward for Beaverton, but also two unbalanced rural wards, a system that falls well short of population parity across the five wards.

A small number of residents who submitted responses to the survey were critical of the whole idea of electing Brock’s Councillors in wards. The reasons behind this preference include the belief that a ward system promotes an “us vs. them” or a “village vs. village” mentality and that there should be more focus on the whole municipality rather than the individual communities within it.

Every Ontario municipality has the authority (*Municipal Act, 2001*, s. 217) to consider dissolving a ward system in favour of a system in which Councillors are elected in a general vote (at-large) system. In Brock, this is the way the Mayor and Regional Councillor are elected. While there are clearly differences in the impact of each system, there are no “standard” sets of conditions that favour one method rather than the other. Some municipalities of approximately the same area and population as Brock use wards to elect Councillors and others do not.

Brock, however, is not a simple community built around a single population node but includes several discrete population clusters that are physically separated from one another. In such a municipality, a ward system is the most appropriate form of representation since, whatever its merits, a general vote system would make it difficult to articulate the perspectives of the distinctive communities of interest within Brock around the council table.

A second theme also recurred in the surveys: several residents were critical of the way the lakeside properties south of Beaverton were allocated in the Preliminary Options and, in fact, in the present ward system where some of the area is in Ward 1 and the rest in Ward 4. Their perspective is that this entire lakeside area should not be divided between wards but also that it should be included with Beaverton since it “has more in



common with Beaverton than the countryside-based” wards. These comments have been considered in the recommended options.

Ultimately, the choice of ward system is a decision for Council. Taking the guiding principles of the review into consideration, along with feedback from residents and the expertise and experience of the Consultant Team, two recommended options have been prepared for Council to consider (see below). Each places emphasis on the different values incorporated throughout the review process and takes into account their relative importance as identified through the consultation process. Council must implicitly decide which of the guiding principles it values the most. Doing so will make the decision about which system to adopt much easier. As discussed above, it is not recommended that Council retain the current ward boundary system.

### **Recommended Option: Option 1**

This was described in the Preliminary Options report as a “minimal change” model since Wards 3, 4, and 5 are kept largely intact while Wards 1 and 2 reconfigure the northern area of the Township into two new wards. The boundary between the proposed Wards 3 and 4 and Wards 4 and 5 are cleaner and more identifiable by using Highway 12, and the boundary between Wards 2 and 3 is clearer by using Thorah Concession 4 rather than property lines. The population of the proposed Ward 4 falls in the optimal range even though there are no sizeable hamlets in the ward and it is the largest by area, still retaining some of its ribbon-like shape. In the present system, most – but not all – of the Beaverton settlement area is in a single heavily populated ward, while Ward 1 is relatively sparsely populated. The trade-off in this option is that there are two moderately large northern wards instead of one large ward surrounded by one at the opposite end of the population scale. In addition, forecast population growth north of the river at Beaverton can be represented more equitably over the next three elections. On the other side of the ledger, the Beaverton community itself is divided.



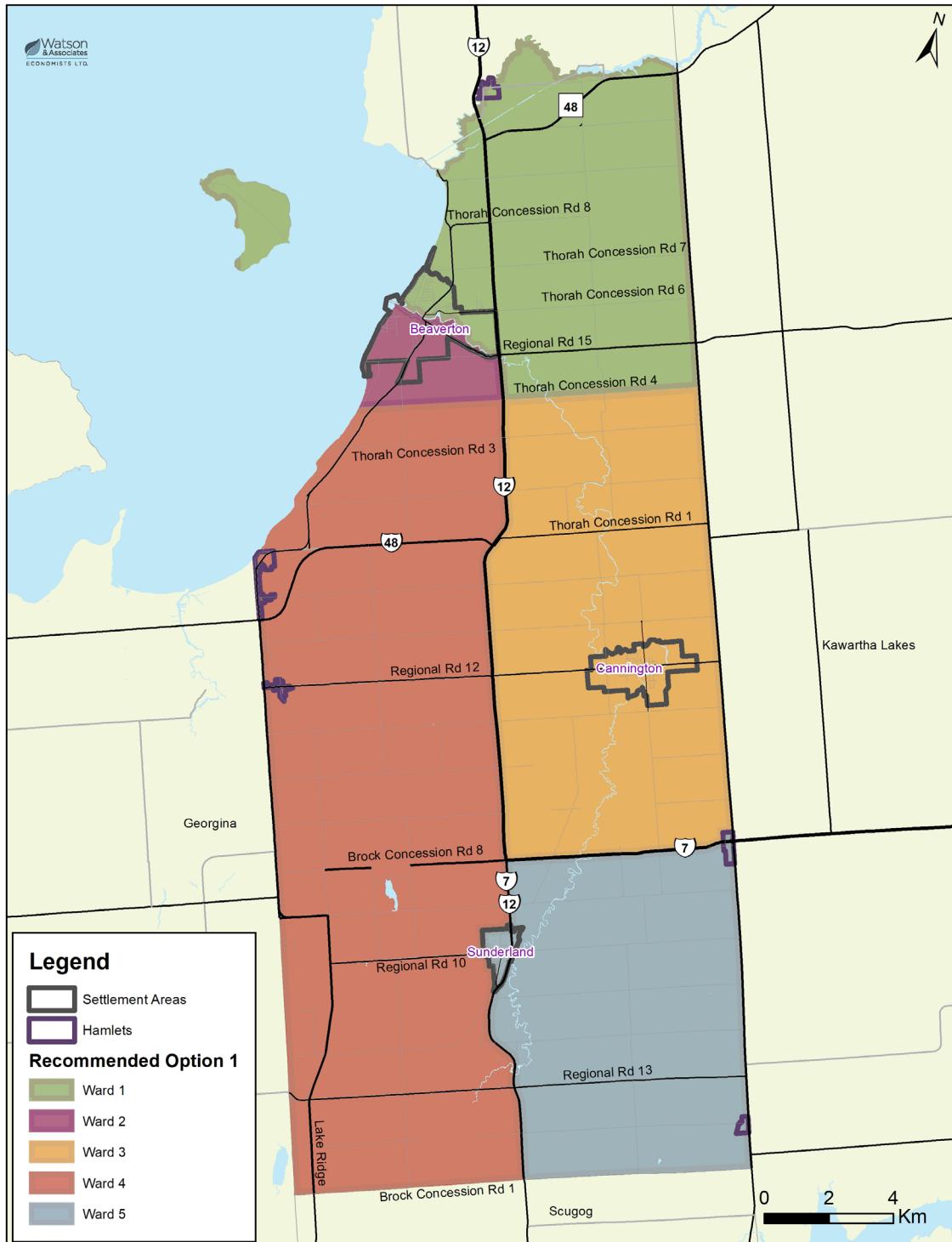
Figure 9-1  
Recommended Option 1 Population Distribution

Recommended Option 1	Total Population 2020 <sup>1</sup>	Variance	Optimal Range	Total Population 2030 <sup>1</sup>	Variance	Optimal Range
Ward 1	2,940	107%	O+	3,960	126%	OR+
Ward 2	2,460	89%	O-	3,020	96%	O
Ward 3	2,960	107%	O+	2,790	89%	O-
Ward 4	2,890	105%	O	2,750	88%	O-
Ward 5	2,530	92%	O-	3,190	102%	O
Total	13,780			15,710		
Average	2,755			3,140		

<sup>1</sup> Total population includes seasonal population and the Census Undercount of approximately 3.1%.



Figure 9-2  
Recommended Option 1





Principle	Does the Proposed Ward Structure Meet the Respective Principle? <sup>1</sup>	Comment
<b>Representation by Population</b>	<b>Yes</b>	All wards are well within an acceptable range of variation.
<b>Population and Electoral Trends</b>	<b>Largely Successful</b>	The population balance in 2020 is very good but one ward narrowly exceeds the range of variance in 2030 by 35 people.
<b>Representation of Communities of Interest</b>	<b>Largely Successful</b>	The Beaverton urban area is divided into two wards. All other communities of interest are represented in coherent wards.
<b>Geographical and Topographical Features</b>	<b>Yes</b>	Proposed boundaries are clear and consistent.
<b>Effective Representation</b>	<b>Largely Successful</b>	Ward population variations are acceptable; the largest urban settlement is divided.

<sup>1</sup> The degree to which each guiding principle is satisfied is ranked as “**Yes**” (fully satisfied), “**Largely Successful**,” “**Partially Successful**,” or “**No**” (not satisfied).

### **Recommended Option: Option 1-B**

In light of the comments from residents about the placement of the lakeside area south of Beaverton, this modification moves the area west of Regional Road 23 from Thorah Concession Road 1 to Thorah Concession Road 4, from the proposed Ward 4 to the proposed Ward 2. The result connects the beachfront community to Beaverton but moving approximately 800 people means the proposed Ward 4 falls well short of the range of population parity for the 2022 municipal election by about 400 people.

By selecting Option 1-B, however, Council is placing population parity in the shorter term ahead of maintaining it over the longer term, but is affirming a recognition of the importance of community of interest in Brock Township.



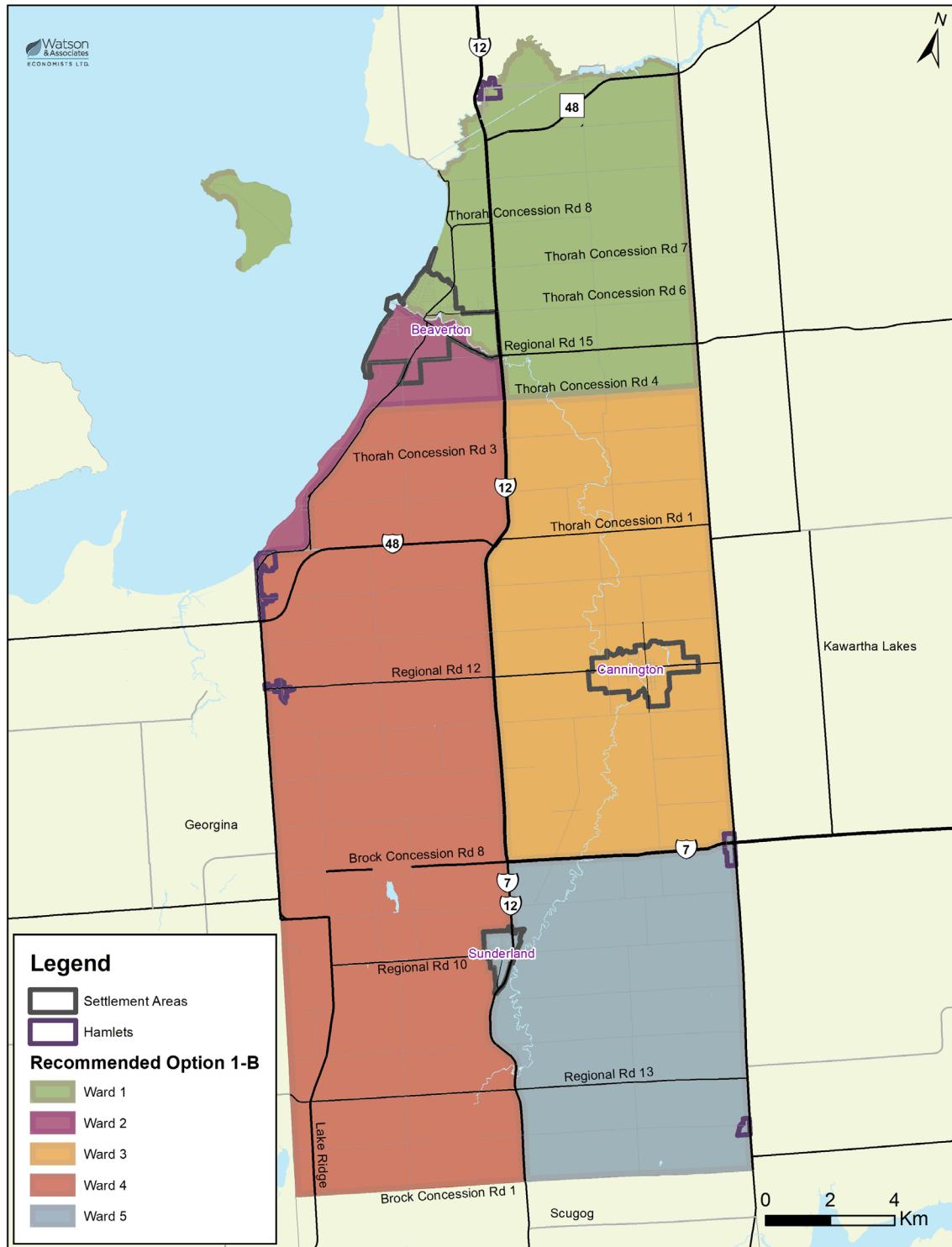
Figure 9-3  
Recommended Option 1-B Population Distribution

Recommended Option 1 B	Total Population 2020 <sup>1</sup>	Variance	Optimal Range	Total Population 2030 <sup>1</sup>	Variance	Optimal Range
Ward 1	2,940	107%	O+	3,960	126%	OR+
Ward 2	3,250	118%	O+	3,830	122%	O+
Ward 3	2,960	107%	O+	2,790	89%	O-
Ward 4	2,100	76%	O-	1,950	62%	OR-
Ward 5	2,530	92%	O-	3,190	102%	O
Total	13,780			15,720		
Average	2,755			3,140		

<sup>1</sup> Total population includes seasonal population and the Census Undercount of approximately 3.1%.



Figure 9-4  
Recommended Option 1-B





Principle	Does the Proposed Ward Structure Meet the Respective Principle? <sup>1</sup>	Comment
<b>Representation by Population</b>	<b>Yes</b>	All wards are well within an acceptable range of variation.
<b>Population and Electoral Trends</b>	<b>No</b>	The population distribution in 2030 is extreme and fails to meet the principle.
<b>Representation of Communities of Interest</b>	<b>Largely Successful</b>	The Beaverton urban area is divided into two wards but includes the lakeside area. All other communities of interest are represented in coherent wards.
<b>Geographical and Topographical Features</b>	<b>Yes</b>	Proposed boundaries are clear and consistent.
<b>Effective Representation</b>	<b>Partially Successful</b>	Ward population variations grow to an unacceptable degree. The largest urban settlement is divided.

<sup>1</sup> The degree to which each guiding principle is satisfied is ranked as “**Yes**” (fully satisfied), “**Largely Successful**,” “**Partially Successful**,” or “**No**” (not satisfied).

### **Recommended Option: Option 2**

This recommended option was Preliminary Option 3, an option that was endorsed by many of those who participated in the public engagement activities. It retains a single urban ward at Beaverton and places the settlement areas at Cannington and Sunderland at the centre of surrounding rural areas, as shown in the figure below. All the wards constitute coherent groupings of neighbourhoods and communities of interest with boundaries that are largely clear and plausible. The obvious shortcoming is that the present and future population distributions are too extreme to meet the population principles when the identifiable communities are placed in separate wards.



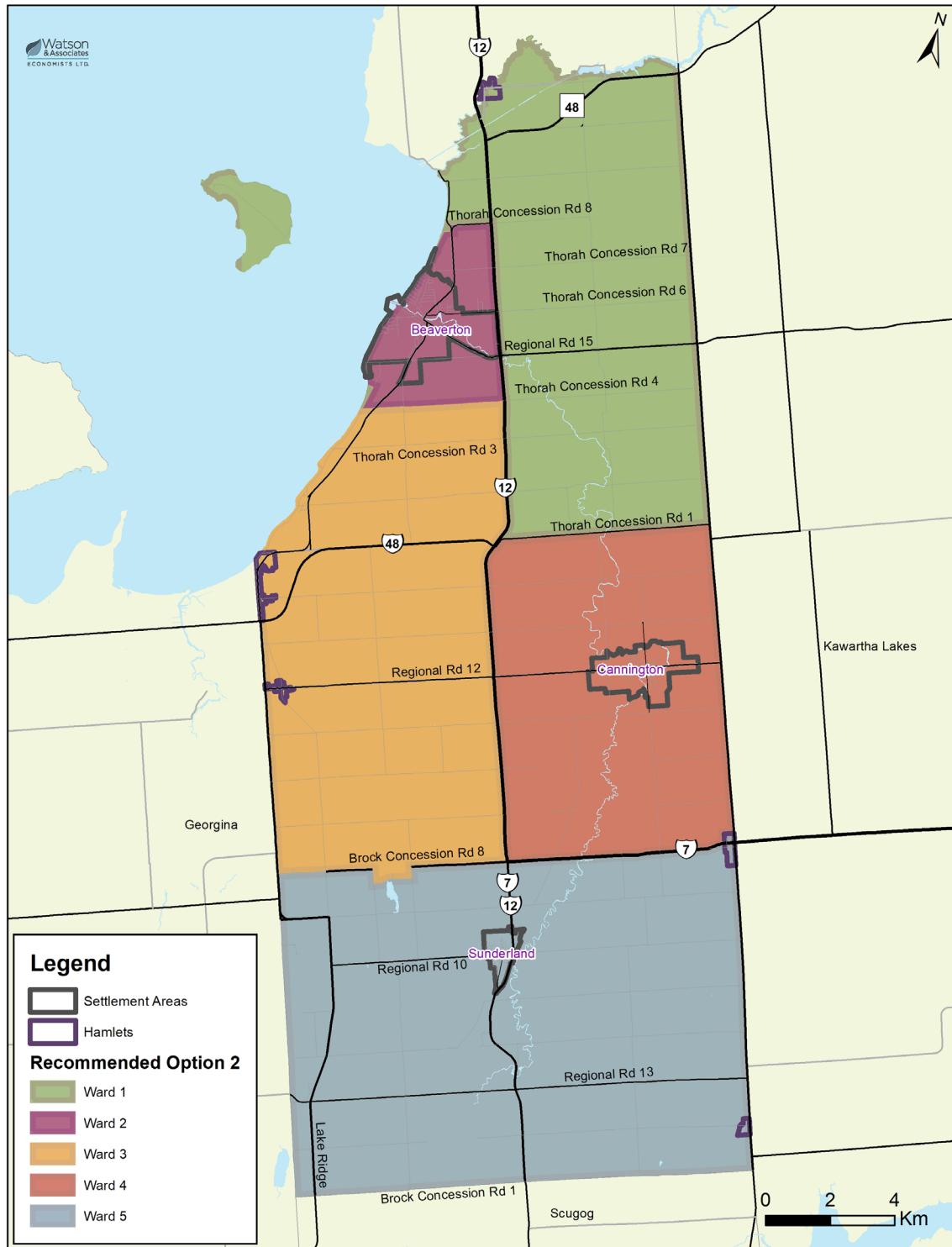
Figure 9-5  
Recommended Option 2 Population Distribution

Recommended Option 2	Total Population 2020 <sup>1</sup>	Variance	Optimal Range	Total Population 2030 <sup>1</sup>	Variance	Optimal Range
Ward 1	1,330	48%	OR-	1,410	45%	OR-
Ward 2	4,250	154%	OR+	5,730	182%	OR+
Ward 3	1,750	64%	OR-	1,690	54%	OR-
Ward 4	2,770	101%	O	2,620	83%	O-
Ward 5	3,670	133%	OR+	4,250	135%	OR+
Total	13,770			15,700		
Average	2,755			3,140		

<sup>1</sup> Total population includes seasonal population and the Census Undercount of approximately 3.1%.



Figure 9-6  
Recommended Option 2





Principle	Does the Proposed Ward Structure Meet the Respective Principle? <sup>1</sup>	Comment
<b>Representation by Population</b>	<b>No</b>	Four wards are outside the acceptable range of variation.
<b>Population and Electoral Trends</b>	<b>No</b>	Four wards are outside the acceptable range of variation.
<b>Representation of Communities of Interest</b>	<b>Yes</b>	All major settlement areas are represented in coherent wards.
<b>Geographical and Topographical Features</b>	<b>Yes</b>	Proposed boundaries are clear and consistent.
<b>Effective Representation</b>	<b>Partially Successful</b>	By making the representation of communities of interest the priority, population parity cannot be achieved.

<sup>1</sup> The degree to which each guiding principle is satisfied is ranked as “**Yes**” (fully satisfied), “**Largely Successful**,” “**Partially Successful**,” or “**No**” (not satisfied).

### **Recommended Option: Option 2-B**

In light of the comments from residents about the placement of the lakeside area south of Beaverton, this modification moves the area west of Regional Road 23 from Thorah Concession Road 1 to Thorah Concession Road 4, from the proposed Ward 3 to the proposed Ward 2. The result connects the beachfront community to Beaverton, but moving approximately 800 people means the proposed Ward 3 falls well short of the range of population parity for the 2022 and 2030 municipal elections.

By selecting Option 2-B, however, Council is affirming the community of interest principle as the dominant characteristic of the ward system in Brock Township.



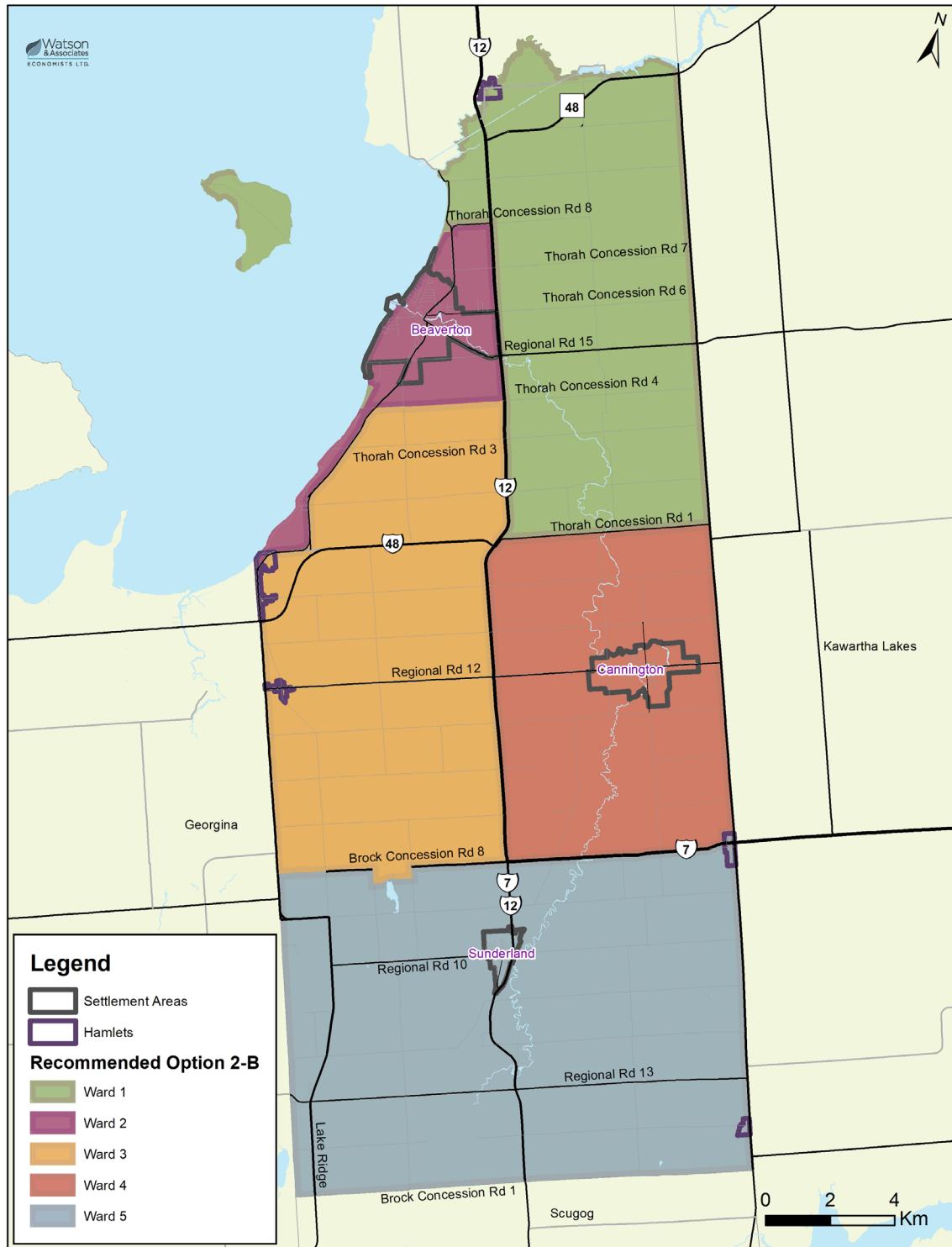
Figure 9-7  
Recommended Option 2-B Population Distribution

Recommended Option 2 B	Total Population 2020 <sup>1</sup>	Variance	Optimal Range	Total Population 2030 <sup>1</sup>	Variance	Optimal Range
Ward 1	1,330	48%	OR-	1,410	45%	OR-
Ward 2	5,040	183%	OR+	6,540	208%	OR+
Ward 3	960	35%	OR-	890	28%	OR-
Ward 4	2,770	101%	O	2,620	83%	O-
Ward 5	3,670	133%	OR+	4,250	135%	OR+
Total	13,770			15,710		
Average	2,755			3,140		

<sup>1</sup> Total population includes seasonal population and the Census Undercount of approximately 3.1%.



Figure 9-8  
Recommended Option 2-B





Principle	Does the Proposed Ward Structure Meet the Respective Principle? <sup>1</sup>	Comment
<b>Representation by Population</b>	No	Four wards are outside the acceptable range of variation.
<b>Population and Electoral Trends</b>	No	Four wards are outside the acceptable range of variation.
<b>Representation of Communities of Interest</b>	Yes	All major settlement areas are represented in coherent wards.
<b>Geographical and Topographical Features</b>	Yes	Proposed boundaries are clear and consistent.
<b>Effective Representation</b>	Partially Successful	By making the representation of communities of interest the priority, population parity cannot be achieved.

<sup>1</sup> The degree to which each guiding principle is satisfied is ranked as “Yes” (fully satisfied), “Largely Successful,” “Partially Successful,” or “No” (not satisfied).

## 10. Next Steps

The Consultant Team is providing two viable approaches for electing Brock Township Councillors in wards, with possible adjustments to provide more effective representation to a distinctive community of interest. This report will be presented to Council at a meeting scheduled for March 8, 2021.

One final course of action for Council is to take no action at all. Council may view the current ward system as adequate and endorse it by not selecting an alternative option. In doing so, they must clearly affirm the reasons why they believe the current ward system still serves the residents of Brock well. Within this report, the Consultant Team has highlighted deficiencies in the current ward boundary system in relation to the guiding principles. These deficiencies have led the Consultant Team to conclude that the current ward boundary system no longer serves the residents of Brock well and ought to be changed. Council is reminded that taking no action on this matter



constitutes a deliberate decision and there must be a defensible rationale for that decision both publicly and at LPAT, if required.

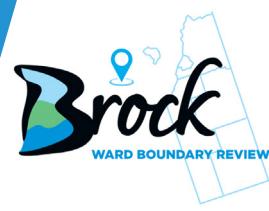
Depending on Council's decision related to the recommended options contained in this report, ratification of a by-law to implement the preferred option is expected to occur shortly after the March 8, 2021 meeting.



# Appendix A

## Public Engagement

# Township of Brock Ward Boundary Review 2020



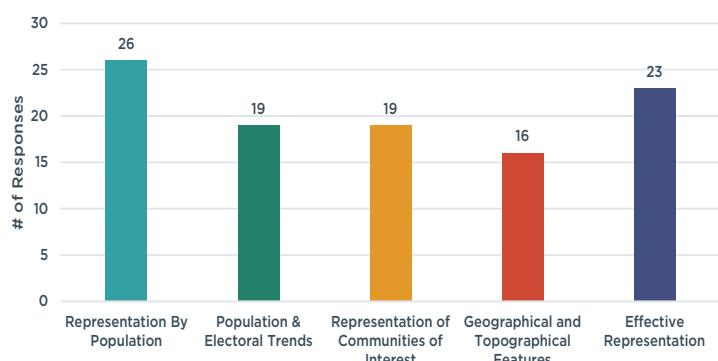
Watson & Associates  
ECONOMISTS LTD.



## Phase 1 - Survey



Indicate the two principles that you believe should be given the greatest priority as we assess and redesign the current ward makeup of Brock.



## Phase 2 - Survey

