

Cynthia Clarke

Associate Director

As an Associate Director of Watson & Associates, Cynthia has primary responsibility for leading the firm's consulting practice in the field of school board capital and financing strategies, within the legislative context of the *Education Act*, and co-responsibility for the firm's municipal practice related to development charge and fiscal impact studies.

Cynthia was initially employed with the firm as a researcher in 1988 and, over the next 10 years, progressed rapidly to Associate Director and a managing partner. Early on in her tenure with the firm she was responsible for undertaking and directing studies related to municipal development charges, rural versus urban servicing issues, front-end financing of municipal infrastructure needs, as well as analyses related to the financial and economic impact of land development.

More recently, Cynthia has been involved in the development charge study for the Town of Whitby, an economic impact analysis for the Region of Durham, municipal, land developer and school board joint-use and multi-use development structures, as well as issues related to alternative financing of public infrastructure needs.

From 1994 to 2011 her practice was primarily dedicated to the development of policies and solutions that would assist district school boards in dealing with capital accommodation and financing issues. Her efforts in this area have positioned the firm as the pre-eminent experts in this field; a firm that has been instrumental in the development of long term capital and financing strategies designed to enhance student achievement in support of the Province's capital funding initiatives.

Cynthia has been involved in undertaking research and initiating discussions with a variety of education community stakeholders on program-related capital initiatives; initiatives that are directed at enhancing education programs and facilities in support of student success. Her efforts in this area are designed to ensure that accommodation decisions are based primarily on improving programs and facilities for students, and at the same time, are decisions that support the efficient and effective use of capital resources.

In March, 2009, Cynthia was invited to participate in the Global Education 2020 Summit in New York City. Education leaders from around the globe shared information about educational advancements towards a 21st Century learning environment.

Cynthia is responsible for providing input to the Province on capital funding policies and initiatives and in this regard, meets regularly with senior Ministry officials and prepares briefs for their consideration. Cynthia is often asked to make presentations in respect of a variety of capital accommodation and funding issues both in Canada and the United States. She has provided expert witness testimony to the Ontario Municipal Board in respect of education development charges and is a member of the Council for Educational Facilities Planners International (CEFPI).

