Research and Analysis

Election Ontario

2018

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FINAL SUMMARY – JUNE 17, 2018

Our Final Research, Final Analysis and Summary Perspective

The results of the general election of June 7, 2018 seemingly didn't surprise political observers or voters in Ontario. It was scribed and understood well that voters wanted to see the Wynne government gone – and they're gone -big time!

What surprised political pundits, media and voters for that matter was the actions of Premier Kathleen Wynne prior to Election Day and K&A unwittingly got involved in the Liberal Party's activities specifically the author of this report.

As we all know now, on the Saturday, six days before Election Day, like many who follow politics -my phone lit up with well over two hundred calls, emails and texts from colleagues and friends across the province wanting my take on Liberal Party Leader and Premier Kathleen Wynne's strange announcement that she would concede the election – a full 6 days before election day. Normally I would have stayed out of this, chalking it up to how her campaign was going anyway- terribly- save and except for the fact that so many people contacted me for reaction and because I was upset, I obliged. Not because I care about the Liberal Party or its leader, but because of the sheer contempt her actions demonstrated to voters, volunteers and media. I grew up in politics and my inspiration is former Prime Minister John N. Turner who demonstrated that politics is about follow through in the face of adversity – he has the scars and the unparalleled legacy to prove it – and he as the Leader of his Party he never conceded, even when faced with enormous adversity.

Moreover, for thousands and thousands of campaign workers and millions of voters they deserve to be respected for the process under which democracy operates – to fight the election and the campaign to the final vote. It's a tired adage, but campaigns do matter! A reporter friend of mine asked me for my opinion on that Saturday before the election and I obliged with a response. Little did I know that my little email would be the subject of a Blog by said reporter and province wide and national media.

Campaigns Matter

When K&A issued its first iteration of our research and analysis, we concluded that the Progressive Conservative Party would net a victory with a small majority government. Interestingly, we concluded that the Liberal Party would win enough seats to become the Official Opposition. We also concluded early in our research that the Green Party would win a seat – in Guelph. No other research from polling companies concluded what we did at that point in late April.

In the introduction of our first report we cited that post graduate studies at Kent State University in Ohio made mandatory a course in quantitative analysis – a sort of deep dive into statistical analysis. We outlined the outcome of 1936 Presidential election in the United States, which was described as a great choice for voters – the choices were the "New Deal" by Democrats or fiscal conservativism by the GOP. We highlighted that media that year, suggested the campaign would be hotly contested based on a national poll that predicted GOP Presidential candidate Governor Alf Landon would win the election and the White House based on 57% public support. Democrat candidate President Franklin Delano Roosevelt secured 43% support

and would likely lose the Presidency and his "New Deal" would fail. The poll had one of the smallest margins of error in polling but was dead wrong!

We all know from history that President Roosevelt actually received 62% popular vote and almost every Electoral College vote while GOP challenger Governor Landon received only 38% of the popular vote and an embarrassing 8 Electoral College votes.

It's now historic fact that the polling in 1936 was wrong because of its bias. We know today that polling is more sophisticated and innovative, but there are still ways that bias creeps in - polls known as "opt-in", where users of a specific website answer questions, which is less reliable than a random sampling poll have been most commonly used in this 2018 election. We also know that polling companies today ask for preference for the Leader of an election – not about substantive issues or the intended Party for whom the voter would choose.

What does margin of error really mean? In most polls, a pollster typically asks about 1,000 people a question like: "Who do you plan to vote for?" or "What Party Leader will make the best…" The goal for the outcome that the pollster expects is to be 95% certain that the real level of support in the whole population of the country, province, city, constituency etc., is captured in the sample's range, from the low end of a margin of error to the high end.

That range is called a "confidence interval."

A good friend, the one-time owner and now retired Chairman of one of Canada's best known public opinion agencies, liked to talk about all the polling he provided for political campaigns. He often noted that if he conducted a poll about a campaign or a candidate 100 times, he would randomly select different groups of 1,000 people. In so doing, he would expect that the true proportion — the candidate's actual support for example — would be found within the margin of error of 95 out of the 100 polls. That's why he would often say that he's 95% confident in the results.

However, those five outliers are one reason elections don't always turn out the way pollsters such as my friend predicted.

The chance that what's happening in reality is captured by a number outside the 95% confidence interval is, as one might expect, quite unlikely. The more outside it is, the smaller the likelihood. But it's still possible for a poll to be way off and nowhere was that more prevalent than in the US Presidential election in 2016. Every pollster had Democrat Presidential candidate Hilary Clinton winning that election over GOP Presidential candidate Donald Trump – overwhelmingly!

If political analysts and observers really wanted to be 100% confident in a prediction based on a poll, there will either have to be a poll that asks every single voter eligible to vote in the province what he or she thinks about a leader, an issue or a how they will vote or else a pollster would have to be satisfied with a huge margin of error.

Or, the way polling companies do their research ought to change. Perhaps they can delve into substantive issues and seek substantive answers from voters. But this is a long, arduous and costly exercise.

We wanted accurate and substantive riding by riding information that we could provide our clients, so we dug deeper during the middle of the campaign.

Our second iteration told a different story. The campaign during the month of May was positive for the Leader of the NDP, Andrea Horwath – who seemed to have caught fire. Her campaign events were pithy, sharp and full of energy. Media showed a lot of happy people at her events. Despite the aggregated polls suggesting she was leading the PC Party in popular support, our research suggested that she would gain enough seats to form Opposition.

The media seemed to pay a little more attention to our research. Why? Because our research was an outlier – we identified that the Progressive Conservative Party would win a slight majority with NDP as Opposition and the Liberal Party would fall slightly into third place.

The debate held 12 days before election day was anticlimactic. Despite the fine showing of Kathleen Wynne, one thing was apparent, popular support toward her didn't occur while the NDP surged in popular support – even their Leader, Andrea Horwath was trending upward as most popular choice for Premier. As clear winner of the debate, Kathleen Wynne's lack-lustre central campaign ,surprisingly focused on her, did not resonate with voters. Collectively pollsters (and our research) indicated that support was slipping substantially for her Party and even Doug Ford's "no-campaign" campaign lacked inspiration. Advantage NDP we all thought.

The final week of the campaign was even more anticlimactic – but not for any other reason except the Liberal Party dominated the media through the shocking announcement of Kathleen Wynne. Insiders of her Party suggested (or spun to media) that her announcement was designed to stave off an outcome they thought would net zero no seats for her Party. The Liberal Party tried to spin (and ineffectively at that) that the intent was to "free up voters" to choose Liberal candidates in their ridings knowing that Kathleen Wynne would not be Party Leader nor Premier to vote for. This confounded our research and possibly impacted the results of the election for her Party. In effect, based on her announcement the unintended consequence for voters was only two choices – the NDP or the Progressive Conservatives – the far left or the far right!

As we noted in previous iterations, K&A does not do polling. Our clients expect that the information we provide accurately reflects research we undertake on their behalf. Knowing who wins an election helps our clients plan their strategies for dealing with the government in Canada's largest province. In order for us to be effective and accurate, we simply can't rely on what pollsters "say" or the aggregated numbers from media on poll results - so we developed and conducted statistical analysis on a riding by riding basis (in Canada) to make predictions on who will win an election and who will make decisions.

Using our research tools, we deployed our research team to dig deep into every constituency in the province with personal contact of eligible voters. The outreach was either by phone and/or email (which invited the contact to interact with us personally by phone). The opinions of all those contacted was then extrapolated against a regression analysis using election results in the province from elections going back almost 40 years. To that end, we believe our research would have adequately predicted the upcoming Ontario election. However, the stunning Liberal Party concession by Kathleen Wynne was an independent variable that skewed the numbers we presented a week before the election. Perhaps that will be the lesson in 2018 that political researchers will cite years from now in a similar research analysis.

Ontario Election 2018 – Our Research outcomes and Perspective

The outcome of the 2018 general election in Ontario will be transformational for the province.

For many, the Ontario provincial election is the first time among a generation of voters that they see a change in their provincial government – meaning from one political Party to another Party.

The Progressive Conservative Party has now returned to government after a fifteen-year hiatus. Its unique leader – Doug Ford - commands a huge majority. The Official Opposition will be the NDP who seem to celebrate their second-place finish as loudly as if they had actually won.

For the first time in the province's history, a once mighty governing party (the Liberal Party) failed to win enough seats to even hold on to party status in the Legislature. In an outcome that did not have to be as bad as it ended, it seems the Liberal Party is the biggest loser in the General Election.

Let's look at the numbers. At the call of the election there were 107 seats in the legislature in Ontario. The breakdown was as follows in terms of seats in the current Legislature:

Liberal Party	PC Party	NDP	Other/vacant
55	27	18	7

Because of population growth in Ontario, Elections Ontario, the organization commissioned to oversee elections and the process thereto recommended an increase in the number of seats from 107 seat Legislature by an extra 17 seats to 124 electoral constituencies.

Throughout the election, media outlets used poll tracking to determine what they believed would be the best outcome for Party's vying to be Government in the province. There was a lot of public opinion sought– much of it about what Party or what Leader of what Party a voter being polled would support. Aggregated polling results from all public opinion polling conducted on May 9th, 2018 suggested the following:

Liberal Party	PC Party	NDP	Green Party
27.2%	42.1%	23.4%	5.7%

In a news piece almost, a month later by broadcaster CBC.ca (June 6) and based on the aggregated polling information it suggested that seat projections would be the following based on polling as of that date:

Liberal Party	PC Party	NDP	Green Party
2	69	52	1
Liberal Party	PC Party	NDP	Green Party
19.3%	35.8%	37.6%	5.3%

We had a different perspective at K&A.

Based on our riding by riding research and the use of regression analysis - a process for estimating the relationships among variables, we predicted our outcome for the 2018 election. The results provided herein included the number of seats for each of the major parties based on two variables:

1) dependent variables – basically traditional voting preferences (the percentage of votes each Party can expect to receive every election cycle) against;

2) many independent variables (like issues that arise during the election period OR substantial issues affecting a Party, a leader or the jurisdiction under a writ) that determine how voters may also decide to change or maintain who they may support.

Our research on Campaign 2018 netted analysis that provided an understanding as to prediction or forecast of outcomes. It should be made clear that there are always variables – like the Leader of a Party conceding the election before it's over – or human foibles – that factored into outcome(s) we predicted. So, our predictions for Election 2018 might not always lead to causation (voter intent)– but generally it's close.

Again, and for the purposes of this research, we studied every riding and grouped those ridings into a cluster of proximate ridings consistent with the format used by Elections Ontario.

Then using election data from previous elections, we analyzed the trends, apportioned percentage shifts in voter support using regression analysis and variables and arrived at a determination of who would be the victorious candidate based on those variables – including traditional plurality (margin of win) for the incumbent against vote changes among other candidates and, as such, we predicted the number of seats for each Party in every riding . If the aggregated "against" votes overtake the plurality for the incumbent in that riding, we determined a different outcome for that particular riding. Why? Because, as we suggested earlier, CAMPAIGNS DO MATTER. And variables impact on the math, which always plays a role in election outcomes. If variables do not impact the math, we deemed the incumbent re-elected – in the stunning case of Election 2018 – that was clearly NOT the case.

Here are our final predictions against the results as of June 7, 2018

EAST

Ottawa

Riding name	Incumbent/new MPP	Party
Carleton	Goldie Ghamari	Progressive Conservative
Kanata – Carleton	Merrilee Fullerton	Progressive Conservative
Nepean	Lisa Macleod	Progressive Conservative
Orleans	Marie -France Lalonde	Liberal
We predicted Ottawa Centre What really happened?	Yasir Naqvi Joel Harden	Liberal NDP
Ottawa South	John Fraser	Liberal
Ottawa -Vanier	Nathalie Des Rosier	Liberal
We predicted Ottawa West – Nepean What really happened?	Bob Chiarelli Jeremy Roberts	Liberal Progressive Conservative

Regional Analysis: Based on the independent variable of the "Wynne concession", the victory in the riding of Ottawa West Nepean was guaranteed for the PC Party, based on math. Wynne's announcement hardly impacted the ridings of Ottawa South and Vanier, which are traditionally and historically Liberal seats notwithstanding trends. The other Ottawa ridings historically skewed toward PC Party with the glaring exception of Ottawa Centre, which could have stayed Liberal but for the "concession" as independent variable which gave voters the option of NOT voting Liberal. In our last outreach to voters we concluded that voter intent proved the strategy spun by the Liberal Party was conclusively ineffective – they lost to the NDP. Going forward, look for a quick resolution to the challenge by the NDP candidate in Ottawa West Nepean (the former seat of Liberal giant Bob Chiarelli) by Elections Ontario. The riding will hold for the PC Party. There are many strong PC and now Government MPP's elected and re-elected in this region. Look for Lisa Macleod to figure prominently in a Ford Cabinet. Newly elected MPP Merilee Fullerton may also get a Cabinet spot based on her incredible credentials. The Region of Ottawa will be well served by the Ford Government.   Liberal MPP John Fraser (Ottawa South) has been named interim Leader for the Liberal Party (which may not yet be given Party status in the Legislature) – good luck John!

Eastern Ontario

Riding name	Incumbent/new MPP	Party
Bay of Quinte	Todd Smith	Progressive Conservative
Glengarry-Prescott Russell	Amanda Simard	Progressive Conservative

Hastings-Lennox and Addington	Darryl Kramp	Progressive Conservative
We predicted Kingston & the Islands What really happened	Sophie Kiwala Ian Arthur	Liberal NDP
Lanark - Frontenac	Randy Hillier	Progressive Conservative
Leeds Grenville	Steve Clark	Progressive Conservative
Renfrew	John Yakabuski	Progressive Conservative
Stormont Dundas	Jim MacDonald	Progressive Conservative

Regional Analysis: The PC Party was slated to win every riding in this region with the exception of Kingston and the Islands – our research indicated that MPP Sophie Kiwala could hold on for a victory. We predicted the seat would be retained for the Liberal Party based on our analysis going back forty years. We apportioned a percentage shift to the NDP, but apparently, we did not apportion enough – the seat went to the NDP. In our post-election outreach, we concluded that the Liberal "concession" gave voters the option of NOT voting Liberal in favour of the NDP. The strategy of retaining seats through the "concession" clearly failed in this region as well. The Region will be well served by the new government. There are strong government members in this Region. Look for Todd Smith to figure well in a Ford Cabinet. Other big names regionally are John Yakabuski, Randy Hillier and Steve Clark.

Central Ontario

Riding name	Incumbent/new MPP	Party
Barrie Innisfil	Andrea Khanjin	Progressive Conservative
Barrie Springwater	Doug Downey	Progressive Conservative
Bruce Grey	Bill Walker	Progressive Conservative
Dufferin Caledon	Sylvia Jones	Progressive Conservative
Haliburton- Kawartha Lakes	Laurie Scott	Progressive Conservative
Northumberland	David Piccini	Progressive Conservative
Peterborough	Dave Smith	Progressive Conservative
Simcoe Grey	Jim Wilson	Progressive Conservative

| Simcoe North | Jill Dunlop | Progressive Conservative |
| York Simcoe | Caroline Mulroney | Progressive Conservative |

Regional Analysis: No surprises here. We predicted the ridings would all go PC and they did. The area is now well served by the government with an embarrassment of strong MPP's. Some big players coming out of this are include perennially elected PC Jim Wilson, who is the only MPP with Government experience in the new PC Government Caucus (he was a Minister in Harris Government). Newly elected York Simcoe MPP Caroline Mulroney (daughter of former Canadian PM Brian Mulroney) is slated for a big role in Cabinet in the new Government. In all this is an impressive collection of Government MPP's in the Region.

Durham and York

Riding name	Incumbent/new MPP	Party
Ajax	Rod Phillips	Progressive Conservative
Aurora Oakridges	Michael Parsa	Progressive Conservative
We predicted Durham What actually happened	Joel Usher Lindsey Park	NDP Progressive Conservative
King -Vaughan	Stephen Lecce	Progressive Conservative
Markham Stouffville	Paul Calandra	Progressive Conservative
We predicted Markham Unionville What really happened	Amanda Yeung Collucci Billy Pang	Liberal Progressive Conservative
Newmarket Aurora	Christine Elliot	Progressive Conservative
Oshawa	Jennifer French	NDP
Pickering Uxbridge	Peter Bethlanfalvy	Progressive Conservative
Richmond Hill	Daisy Wai	Progressive Conservative
Thornhill	Gila Martow	Progressive Conservative
We predicted Vaughan Woodbridge What really happened	Stephen DelDuca Michael Tibollo	Liberal Progressive Conservative
Whitby	Lorne Coe	Progressive Conservative

Regional Analysis: there are some stunning shifts that occurred in this part of the province - our research highlighted that the PC Party would maintain a huge percentage of the seats and would gain some – including Ajax, which it did. We incorrectly predicted that Markham and Vaughan Woodbridge would be retained by the Liberal Party. We concluded in our post-election outreach that the "concession" by the Liberal Party gave voters the Option NOT to vote Liberal. The Liberal "strategy" was to embolden voters to stave off voting PC in favour of the less volatile Liberals (without the unattractive Kathleen Wynne) or the NDP. In fact, math worked against that strategy and Progressive Conservative candidate won leading obviously to the conclusion that the strategy by the Liberal Party clearly failed in those ridings. We correctly predicted a NDP win in riding of Oshawa, but we incorrectly analyzed the riding of Durham, which netted a won for the Progressive Conservatives – our research uncovered that largely because of the "concession" strategy by the Liberal Party, the PC candidate to come up the middle for the win – again confounding the Liberal strategy. One of the more startling pieces of research we uncovered was that the Chinese community had apparently moved en masse from the Liberal Party to the Conservative Party because of two things; a) the sale of cannabis in stores and b) the enhanced curriculum by the Government which many in the Chinese community believed was too permissive. The area is well served by Government members. Look for Rod Phillips (MPP Ajax) to figure prominently in Cabinet – maybe even Minister of Finance. Look for Lorne Coe (MPP Whitby) who celebrated a re-election to get a spot in Cabinet too, perhaps Advanced Education – he's been all over that portfolio for a few years. Perhaps Peter Bethlanfalvy (MPP Pickering) may figure prominently too because of his extraordinary business pedigree and, of course, Christine Elliot who is by far the most likely to get a Cabinet spot in the Ford Cabinet. Look also for something significant for Paul Calandra and Michael Tibollo, the former having federal Government experience and the latter beating the seemingly unbeatable Steven DelDuca who might have been targeted by unions and a little bit of math. He will probably now seek the job of Vaughan Regional Chair in the upcoming municipal elections in Ontario. Another big loss was the defeat of Dr. Helena Jaczek, the Minister of Health in the Wynne Government and an effective MPP for several years.

Peel

Riding name	Incumbent/new MPP	Party
We predicted Brampton Centre What really happened	Harjit Jaswal Sara Singh	Progressive Conservative NDP
Brampton East	Gurratan Singh	NDP
WE predicted Brampton North What really happened	Harinder Malhi Kevin Yarde	Liberal NDP
We predicted Brampton South What really Happened	Parmajit Gill Prabameet Sarkaria	NDP Progressive Conservative
Brampton West	Amarjot Sandhu	Progressive Conservative
Mississauga Centre	Natalia Kusendova	Progressive Conservative
We predicted Mississauga Cooksville	Kaleed Rasheed	Progressive Conservative
We predicted Mississauga Erin Mills What really happened	Farina Hassan Sherif Sabawy	NDP Progressive Conservative

We predicted Mississauga Lakeshore What really happened	Charles Sousa Rudy Cuzzetto	Liberal Progressive Conservative
Mississauga Malton	Deepak Anand	Progressive Conservative
We predicted Mississauga Streetsville What really happened	Bob Delaney Nina Tangri	Liberal Progressive Conservative

Regional Analysis: based on our research, we predicted Liberal holds in several of the ridings in this region. The toughest thing to see was how the shift went so starkly away from the Liberal Party in favour of the Progressive Conservative Party. The "concession" strategy by the Liberal Party clearly gave voters an option NOT to support the Liberal Party in favour of PC candidates in ridings where we predicted a Liberal or NDP win – the math just worked out that way. The Liberal Party was shut out in the region- no seats! There were some big losers for the Liberals here – the mighty Charles Sousa lost his seat to the PC candidate Rudy Cuzzetto, which was a surprise because of Sousa's personal appeal. Our research indicated that voters were disillusioned with his Budget that appeared to be too transformational at a time when voters wanted a balanced Budget. Minister Dipika Dameral also went down in here riding of Mississauga East-Cooksville. She held the riding for two terms after winning a hotly contested nomination battle in 2011. Hers was a stunning defeat because she had worked so hard in the riding which had supported her even when the province seemed to repudiate former leader Dalton McGuinty in the 2011 General election. PC candidate Kaleed Rasheed is an attractive candidate and will make a good MPP. There were other good PC wins based on math - voters clearly bled support away from the Liberal candidate to the NDP, which gave the opportunity for PC candidates to scoot up the middle for the win. . One big win was perennial PC candidate Nina Tangri who finally got her wish as MPP beating long time MPP Bob Delaney. A strong showing by NDP candidates in some ridings was due to the campaign attention from both provincial and federal NDP Leaders Andrea Horwath and Jagmeet Singh respectively. Look for either of Nina Tangri or Rudy Cuzzetto to figure prominently in the region.

Scarborough

Riding name	Incumbent/new MPP	Party
We predicted Agincourt What really happened	Soo Wong Aris Babakian	Liberal Progressive Conservative
Scarborough Centre	Christina Mitas	Progressive Conservative
Guildwood	Mitzie Hunter	Liberal
Scarborough North	Raymond Cho	Progressive Conservative
Scarborough Rouge Park	Vijay Thanigasalam	Progressive Conservative
We predicted Scarborough South West What really happened	Lorenzo Berardinetti Doly Begum	Liberal NDP

Regional Analysis: The Scarborough ridings were once a bastion for the Liberal Party with big names like Duguid, Hunter, Phillips and Wong as prominent Government members. With retirements of big names and the tide turning against the once great Liberal Party, the region went almost entirely PC with the exception of Mitzie Hunter (MPP Scarborough Guildwood) whose massive personal appeal helped secure her seat. She is one of 7 Liberals in the Legislature and is considered an option for Leader of her Party. The stunning NDP win of Doly Begum in Scarborough Southwest – not an outcome that was predicted by many – but clearly voters parked their votes with the NDP when it became apparent that the "concession" offered no hope for the Liberal candidate. Watch for Christina Mitas and Raymond Cho to figure prominently in a Ford Government – they are excellent candidates with great credentials and a track record (Cho is celebrating a re-election) in the Legislature.

North York and North Toronto

Riding name	Incumbent/new MPP	Party
We predicted Don Valley East What really happened	Denzil Minnan Wong Michael Coteau	Progressive Conservative Liberal
We predicted Don Valley North What really happened	Shelley Carroll Vincent Ke	Liberal Progressive Conservative
Don Valley West	Kathleen Wynne	Liberal
We predicted Eglinton Lawrence What really happened	Michael Colle Robin Martin	Liberal Progressive Conservative
We predicted Willowdale What really happened	David Zimmer Stan Cho	Liberal Progressive Conservative
We predicted York Centre What really happened	Ramon Estoris Roman Barber	Liberal Progressive Conservative

Regional Analysis: who would have predicted the Liberals would lose of York Centre. The riding was a stronghold for Monte Kwinter who wisely chose to retire from politics after four decades than face the humiliating loss his successor Ramon Estoris did – coming in a distant third. The Liberal "concession" strategy may have ended the political careers of Michael Colle and David Zimmer as well -whose seats were won by PC candidates. Math clearly allowed them to come up the middle when voter support bled from the Liberal Party to NDP. There were big wins in this region for the Liberals – including Kathleen Wynne and Michael Coteau (who cleared the central campaign of workers to ensure he had enough on the ground volunteers to pull votes to ensure his win). Our research clearly identified those seats as wins anyway, but there was a scare for Kathleen Wynne who near the end of the campaign was almost slated to lose. We believe, voters in her riding clearly chose to re-elect her rather than inflict the ignominious end to a great political career and her legacy. Those were good wins for the Liberal Party. There was a big loss for Denzil Minnan-Wong who by all appearances should have won – thank the Liberal concession strategy for warding off a PC win there. Another big loss was Shelly Carroll, who was a terrific candidate and would have made an even better MPP but fell prey to math as well – perhaps the bleeding of support from the Liberal Party to the NDP ensured the PC candidate a win – up the middle. Look for her to return to City Hall in the upcoming municipal election. The Roman Barber win will ensure he figures prominently in the Ford Government – perhaps a Cabinet role because he is a downtown Toronto member. Keep an eye on Kathleen Wynne's seat – she may hold on to the

seat until a new Leader is elected and may persuade her to happily step aside to take that seat for the new leader – likely NOT for two years from now.

Toronto and East York

Riding name	Incumbent/new MPP	Party
Beaches East York	Rima Berns-McGown	NDP
Davenport	Marit Stiles	NDP
Parkdale High Park	Adam Pham	NDP
We predicted Spadina Fort York What happened	Han Dong Chris Glover	Liberal NDP
We predicted Toronto Centre What happened	David Morris Suze Morrison	Liberal NDP
Toronto Danforth	Peter Tabuns	NDP
We predicted Toronto St. Paul's What happened	Andrew Kirsch Jill Andrew	Progressive Conservative NDP
We predicted University Rosedale What happened	Gillian Smith Jessica Bell	Progressive Conservative NDP

Regional Analysis: clearly our research and original analysis was way off in this area. Where huge Liberal pluralities could have and should have been expected, voters clearly repudiated the Liberal candidates in favour of NDP candidates who not only won the seat but won with substantial pluralities. Our two deep dives of research in the area suggested that the Liberals might have prevailed in Toronto Centre and Toronto St. Paul's which were Liberal strongholds for years – perhaps the "concession" strategy had the added effect of bleeding support away from the Liberals to the NDP and in big numbers. The exception was Toronto St. Paul's where the Liberal candidate (rookie Jess Spindler) put on a tough fight against the NDP candidate Jill Andrew -who prevailed. Look for some effective Opposition from NDP MPP's – most especially Marit Stiles who returns to Queen's Park – she's formidable. Peter Tabuns is equally effective.

Etobicoke and York

Riding name	Incumbent/new MPP	Party
Etobicoke Centre	Kinga Surma	Progressive Conservative
Etobicoke North	Doug Ford	Progressive Conservative
Etobicoke Lakeshore	Christine Hoggarth	Progressive Conservative
We predicted Humber River Black Creek What really happened	Deanna Sgro Tom Rakocevic	Liberal NDP
York South Weston	Faisal Hassan	NDP

Regional Analysis: The ridings in Etobicoke would obviously entice voters to elect PC candidates given Ford Nation's impact and his and his family's appeal in the area. There was little doubt that the incumbent Liberals in those ridings would not prevail. The ridings of York South Weston and Humber River Black Creek were different stories – our research indicated that the Liberal Party candidates would prevail in at least one of them. Where we had predicted a NDP in the former and a Liberal win in the latter, we were half correct – Deanna Sgro was sure to win – but lost badly. WE had predicted that Minister Laura Albanese would be defeated and she did lose to NDP newbie Faisal Hassan. The latter being a Liberal stronghold for over 20 years and 5 elections, we can only conclude that the Liberal "concession" strategy freed up voters to support the NDP candidate overwhelmingly in the riding. Obviously, the Premier designate Doug Ford holds his seat in Etobicoke and may rely on Kinga Surma to play a strong regional role.

Hamilton Halton Niagara

Riding name	Incumbent/new MPP	Party
Burlington	Jane McKenna	Progressive Conservative
Flamborough Glanbrook	Donna Skelly	Progressive Conservative
Hamilton Centre	Andrea Horvath	NDP
Hamilton East Stony Creek	Paul Miller	NDP
Hamilton Mountain	Monique Taylor	NDP
We predicted Hamilton West – Ancaster- Dundas What happened	Ted McMeekin Sandy Shaw	Liberal NDP
Milton	Parm Gill	Progressive Conservative
Niagara Centre	Jeff Burch	NDP

Niagara Falls	Wayne Gates	NDP
Niagara West	Sam Oosterhoff	Progressive Conservative
We predicted Oakville	Kevin Flynn	Liberal
What really happened	Stephen Crawford	Progressive Conservative
Oakville North Burlington	Effie Trianfolopolous	Progressive Conservative
We predicted St. Catharines	Jim Bradley	Liberal
What really happened	Jennie Stevens	NDP

Regional Analysis: we knew that research to predict outcomes in this region would be difficult. Where we predicted Liberal wins and losses, we thought if the seats were to change they would have gone to the PC Party in some ridings and where NDP candidates prevailed, in some cases, our research indicated a PC victory. It was just difficult to predict. It was also difficult to believe that long serving MPP Jim Bradley would ever be defeated. Word was that he wanted to retire before the election but was talked into one more shot. Perhaps the prospect of being the longest serving MPP in Ontario history must have been his incentive to stay and run again, but to lose by so much AND to a NDP candidate, AND actually come in third place, must be a stinging end to a great career in provincial politics – his accomplishments are many including being a Cabinet Minister in the David Peterson era Government in the 1980's. His legacy is intact even though he suffered such a fate to Jennie Stevens (NDP). So was the fate for many of Bradley's colleagues including Eleanor McMahon in Burlington and Indira Naidoo-Harris in Milton – they both came a distant third. The biggest loss in the region was Oakville MPP and Cabinet Minister Kevin Flynn who also couldn't stave off defeat to PC candidate Stephen Crawford. We were told too, that he wanted to step aside before the election leaving on his own steam rather than an end to his exceptional political career with a defeat. The spillover effect of a strong NDP campaign that focused a lot of attention in the area may have been an added incentive for NDP wins throughout Hamilton and Niagara. Surprisingly, when the "concession" strategy by the Liberals was announced, local candidates distanced themselves from the Party's central campaign except for Burlington where the Wynne campaign made a stop -perhaps sealing the pre-ordained fate of the local member Eleanor McMahon who lost to the former MPP Jane McKenna (watch for her in a regional role in the Ford government) . There are very strong PC – now Government MPP's elected in this region – look for Effie Trianfolopolous (MPP Oakville North and a former banker) to figure prominently as well as Donna Skelly (MPP Flamborough Glanbrook) a former TV personality and journalist. Of course, Hamilton and Niagara region are now NDP strongholds, largely because of dedicated effort from the Party over several years. It helped, too, that the election campaign – especially the Leader's campaign concentrated on those ridings. The New Democrats are ecstatic that they won enough seats to form Official Opposition with the help of Niagara, Hamilton Wentworth and other areas in the Golden Horseshow. In reality they failed to make the big breakthrough like many of the polls suggested – except for ours – we suggested the NDP under Horwath would not make as much headway and our research was correct. Look for Andrea Horwath to face a review in the next 2 years and we predicted she will not be leading her Party into the election in 2022. In the meantime, Niagara, Hamilton and region will be effective opposition, look for Wayne Gates, Jennie Stevens and giant killer Sandy Shaw (who beat long time MPP Ted McMeekin) to be given prominent roles in the NDP Opposition.

Midwestern Ontario

Riding name	Incumbent/new MPP	Party
Brantford Brant	Will Bouma	Progressive Conservative
Cambridge	Belinda Karahalios	Progressive Conservative
Guelph	Mike Schriener	Green Party
Haldimand Norfolk	Toby Barrett	Progressive Conservative

Huron Bruce	Lisa Thompson	Progressive Conservative
We predicted Kitchener Centre What really happened	Mary Heinen Thorn Laura Mae Lindo	Progressive Conservative NDP
Kitchener Conestoga	Sarah Harris	Progressive Conservative
We predicted Kitchener South Hespeler What really happened	Fitz Vanderpool Amy Fee	NDP Progressive Conservative
Oxford	Ernie Hardiman	Progressive Conservative
Perth Wellington	Randy Pettipiece	Progressive Conservative
Waterloo	Catherine Fife	NDP
Wellington Halton Hills	Ted Arnott	Progressive Conservative

Regional Analysis: Some big Liberals went down in this region and some breakthroughs occurred for other Party candidates - and a lot of candidates were re-elected. The biggest news for the region, however, was that the Green Party elected a MPP. No surprise from our research, it was predicted in our first iteration. Mike Schreiner, the three-time candidate finally prevailed and made history becoming the first Green Party MPP in Ontario's history. We believe media and other polling outfits took our initial prediction and used our research to predict history in the making. The Liberal Party was virtually shut out of this region and where once there were mighty Cabinet Ministers like Liz Sandals (who smartly chose not to run) and John Milloy, those seats are either Opposition NDP or Government PC. Regardless of the Liberal shut out, there are good MPPs elected in this region. Look for Lisa Thompson or Ted Arnott to figure prominently by virtue of their experience in the PC caucus. Look for PC MPP Toby Barrett (Haldimand Norfolk) re-elected and now the only farmer in caucus to become Ontario's Minister of Agriculture – a ministry virtually ignored by the previous government. Look for something regional in nature for PC MPP Amy Fee(Kitchener South Hespeler). Look for effective Opposition from NDP MPP and veteran Catharine Fife (Waterloo) and newly elected NDP MPP Laura Mae Lindo(Kitchener Centre).

Southwestern Ontario

Riding name	Incumbent/new MPP	Party
Chatham Kent Leamington	Rick Nicholls	Progressive Conservative
Elgin Middlesex London	Jeff Yurek	Progressive Conservative
Essex	Taras Natyshak	NDP
Lambton Kent Middlesex	Monte McNaughton	Progressive Conservative
London Fanshawe	Teresa Armstrong	NDP

We predicted London North Centre	Susan Truppe	Progressive Conservative
What actually happened	Terence Devin Kernaghan	NDP
London West	Peggy Sattler	NDP
Sarnia Lambton	Bob Bailey	Progressive Conservative
Windsor Tecumseh	Percy Hadfield	NDP
Windsor West	Lisa Gretzky	NDP

Regional Analysis: There were nominal surprises in this region with the exception of a NDP win in former Liberal MPP Deb Matthew's former seat (London North Centre). She smartly decided not to run in this election – her seat went to the NDP (Terrence Devin Kernaghan)possibly because the "concession" strategy offered voters the option to support the NDP rather than vote Liberal – nice move! There are some strong opposition NDP MPPs and strong PC (Government) MPP's elected in this region. Look for effective Opposition from NDP veterans like the great Percy Hadfield and Liza Gretzky from Windsor as well as the ultra- effective Taras Natyshak NDP MPP from Essex. For those elected to Government, look for Jeff Yurek PC MPP (Elgin Middlesex London)to play a role in Cabinet (he was Opposition critic for health so it's quite possible he could become Minister Health). Look for PC MPP's Monte McNaughton and Bob Bailey to play regional roles in Cabinet.

Northeastern Ontario

Riding name	Incumbent/new MPP	Party
Algoma Manitoulin	Mike Mantha	NDP
Mushkegowuk - James Bay	Guy Bourgouin	NDP
Nickel Belt	France Gelinas	NDP
Nippising	Vic Fedeli	Progressive Conservative
Parry Sound Muskoka	Norm Miller	Progressive Conservative
Sault Ste Marie	Ross Romano	Progressive Conservative
Sudbury	Jamie West	NDP
Timiskaming -Cochrane	John Vanthof	NDP
Timmins	Gilles Bisson	NDP

Regional Analysis: Very few surprises in this part of the Province. As expected, Sudbury seemed happy to throw out the former NDP and now Liberal MPP and Minister of Energy (Glen Thibault) and replaced him with the "energetic" NDP MPP Jamie West. Other NDP power houses like France Gelinas (Nickle Belt) and Gilles Bisson (Timmins) who handily won re-election will play effective and strong roles in Opposition. In other areas like North Bay PC MPP's Vic Fedeli (Nippissing), Norm Miller Parry Sound Muskoka) and Ross Romano (Sault Ste Marie) will figure prominently in the PC Caucus. Look for Vic Fedeili to get a major Cabinet portfolio and Norm Miller (son of a former Premier) to play a prominent role for the Region .

Northwestern Ontario

Riding name	Incumbent/new MPP	Party
Kenora Rainy River	Greg Rickford	Progressive Conservative
Kiiwetinoong	Sol Mamakwa	NDP
We predicted Thunder Bay Atikokan What really happened	Bill Mauro Judith Monteith Farrell	Liberal NDP
Thunder Bay Superior North	Michael Gravelle	Liberal

Regional Analysis: Notwithstanding that there are new ridings in this area, there has traditionally been little change in the area with respect to which Party holds the seats – until now! The Riding of Kenora Rainy River was traditionally a NDP seat, which overwhelmingly went PC. Look for the newly elected MPP Greg Rickford (a former federal Cabinet Minister in Stephen Harper's Government) to assume a prominent role in Cabinet being that he is the only member north of Sault Ste. Marie. The Ring of Fire mineral development in Northern Ontario will become a cause celebre for him as the Ford Government looks to capitalize on the inertia from the previous government on the Ring of Fire. Perhaps one of the bigger wins for the obliterated Liberals was the win of former Cabinet Minister and long-time MPP Michael Gravelle who managed to keep his seat when his neighbourhood Liberal MPP Bill Mauro squeaked out a loss against a NDP new comer. The biggest win in the Northwest was Sol Mamakwa, the health activist and governance expert from Sioux Lookout who staved off a strong fight from a strong PC candidate to win the seat. Look for some action that is less political and more large scale in the North west because of strong Government and Opposition members.

Totals

Party	Total Number of Seats: 124
We predicted Progressive Conservative What actually happened	66 76
WE predicted NDP What actually happened	30 40
WE predicted Liberal What actually happened	27 7
Green Party	1

Ontario General Election 2018 – Our Summary and Perspective

There are many factors that have gone into our analysis.

Our research took into account the many independent variables that played a role in Election 2018. For example, the unique PC campaign strategy and how it was reported by media that the central PC campaign might have employed actors at events and, the lingering issue of a lawsuit against the leader by his own family – a first in modern election campaigns; the myriad stories about the backgrounds of NDP candidates uncovered during the election that forced its Leader into damage control and; the stunning announcement by the Liberal leader where she would concede defeat a full 6 days before election day.

Among other variables, these issues, as we indicated, impacted on the intent of voters. And we apportioned a percentage of support for each Party against those variables in the final prediction for our analysis.

Campaigns DO matter and because Party's seem addicted to central campaigns focused on the Leaders, we hold them out as the biggest independent variable –what happens on the Leaders' tours affects the Party results overall - and as demonstrated in the official results of June 7, the Liberal strategy to have the Leader concede had a far greater impact on voter intent than we had thought (NOTE: our research prior to June 2 indicated that the Liberals would have a modest showing in the election – not a blowout).

Final Summary

1) As we noted previously, Ontarians were not only unattracted to Ontario Premier Kathleen Wynne, the Party concurred and the central campaign acquiesced by conceding defeat before the end of the campaign. Voters reacted – and clearly not like the Party had wanted. Our research on the ground after the election netted incredible reaction from vitriol to scorn for that move. Our research also uncovered common thinking from voters that the Government under its Premier Kathleen Wynne were, perhaps, too transformational at a time when Ontarians wanted cheaper hydro, cheaper gas and less intrusion by government.

   Others told us that the Government under Kathleen Wynne had appeared to act too much in secret… many leveled this claim , but by far, the best comment we received was from a voter in Peterborough who told us "…her Cap and Trade scheme should have been called the *Cloak and Dagger* – nothing was communicated clearly about it and no one seemed to know anything about it… that made me it hate it more… I'm happy Doug Ford's going to scrap it…I hope he does soon!"

   Other voters we contacted told us (not in so many words) that the authenticity of Kathleen Wynne that was so attractive prior to 2014 had lost its appeal about 18 months ago. Many told us that she took her Government and its policies too far to the left leaving distinction between the Liberal Party and the NDP. This comparison seemingly became blaringly obvious when the Government moved to providing what appeared to be "FREE" drugs, education and daycare. The loudest backlash appeared to come from many in ridings across the province who railed against the initial promise of a balanced Budget that did not come.

From our perspective, Wynne's announcement that she conceded defeat before the end of the election likely had the biggest impact on the way Ontario voted. Political observers smarter than us will opine about the political value of her move, but casual observers and our own research demonstrated that there was a negative effect from the move which mathematically reduced the number of seats that the Liberals could have won.

Of course, it's easy to be an arm chair quarter back, and many are about this campaign. But we have had extensive experience in campaign management at all three levels of politics – and globally too. One thing we advise during campaigns - a Party can never get hurt falling off the high road. This Liberal Party had been in power for 15 years and, in our opinion, had provided good government. Among its many achievements - the Party brought in health integration and reformed the manner in which decisions were made for the provision of health – less centralized decision-making at Queen's Park. The creation of Local Health Integration Network is a lasting and positive legacy and is being emulated world-wide. Further, this was a government that introduced critical infrastructure spending in the province – including research that netted new commercialization that is the envy of the world – especially in water technology and Artificial Intelligence. This was the Government that introduced prescription drug reform that caused the domino effect across Canada saving billions in costs – in both the public and private sectors and this was the government that transformed the manner in which the province generated electricity by removing dirty coal-fired plants to renewable energy projects like wind and solar that has created a new industry for the province. These achievements never formed the narrative by the campaign and unfortunately Kathleen Wynne's personal appeal (or lack thereof) became the story.

We predicted that Kathleen Wynne would announce her retirement as Leader shortly after the election or be faced with an unceremonious coup from Party rank and file who may have wanted to banish her and her team from ever having any part in the future of the Liberal Party of Ontario – she beat us to the punch and resigned.

Look for a Leadership race for the Party in 2020 not even remotely sooner. The Party is now straddled with a massive multi-million-dollar debt and with no Party status it has few options to raise money in the coming years. There is a slight movement underway to try and rebuild the Party, but that's what happens when the culture of a Party that held power for so long comes crashing to an ignominious end. More than that - stunned Party faithful are fuming at those who were at the centre of the campaign and the decisions they made, others tacitly wonder how their Party could have strayed so far away from the Centre to compete head on with the most effective left-leaning Party (the NDP) …and lose so badly.

More importantly, however, the brand of the Liberal Party is strong. But without Party status and with the rules changed for fund-raising now in place and that prospect not soon to be changed, the massive debt may be too much for any really attractive candidate to bear and the Party may be faced with a decade – or longer- in the political wilderness.

2) As we noted previously, many political observers in Ontario and Canada have quite wrongly labelled Premier -designate Doug Ford - some called him a misogynist, isolationist, a populist and a reckless conservative. Voters we spoke with told us that they met Ford throughout the campaign and he actually came across as authentic – making comments and promises that mainstream politicians just hadn't made before. By virtue of the outcome of the general election, it appears there is appeal of and for Doug Ford and his Party from and in every corner of the province. And let's not kid ourselves, this is Doug Ford's Party – he built it, he led the campaign and he surrounded himself with the team. Some have wondered aloud, how Ford can be called him a misogynist, or insensitive to multi-cultural communities when he has more women elected for his Party than the other Parties combined and decent multi-cultural representation among those elected - laying to waste both those claims. At the same time, media and other parties were so wrong in their overall criticism of Doug Ford and what they called his unattractiveness when, in fact, the outcome of voter intent and popular support was so overwhelmingly in favour of Doug Ford and his PC Party.

Ford's appeal among the Chinese, East Asian and other ethnic communities laid to waste that Doug Ford and Ford Nation appealed only to average "white men" – it is clearly multi-ethnic, clearly gender balanced and with the number of seats won by the Party – clearly provincial in appeal. Premier-designate Doug Ford has announced that the transition will be short – he will assume office officially on June 29 and has come out swinging with an immediate recall of the Legislature to:

> Deliver a Speech from the Throne,

> Send striking York University Professors through back to work legislation and,

> Reduce gasoline by 10 cents

> Move to scrap the Cap and Trade system introduced by the previous government

Look for:

The Government to move quickly on Ford's promise to fire the CEO of agencies like Hydro One and other agencies where high-salaried Executives seemingly flourished.

Changes to senior bureaucrats – like the Secretary to Cabinet and Deputy Ministers

Changes to the governance of provincial Agencies Boards and Commissions,

A deeper look into the province's books and spending that may lead to inquiries into the activities of the previous government

A different approach and culture to federal/ provincial relations between Ottawa and Toronto

Ford's campaign messages about the financial impact of carbon pricing especially at a time when gas prices are high, the cost of living in the GTHA could have been more well

explained during the campaign but are variables that netted him his big majority. In so doing, he won key GTHA ridings and secured seats in key areas of the province like eastern, mid and south west Ontario. He still has some work to do in downtown Toronto. His breakthroughs in northern Ontario make Ford's Progressive Conservative Party truly provincial in scope.

His transition team comprises former Ontario MPP's with government experience and effective specialists who have good policy experience to hone the plan they aspire to deliver in future. Look for some interesting first 100 days!

3) We noted in our previous analyses that this campaign would be Andrea Horvath's time to shine and she rose to the challenge and delivered. Her campaign was masterful!

Here's the thing –one voter we spoke to chided "she's celebrating becoming the Official Opposition as if she won government. So Canadian – "we're number two"- as if winning a Silver Medal in the Olympics is the ultimate victory".

Further, the media had intimated prior to election day that the prospect existed for her and the NDP to become government when our research indicated that was never going to occur. In reality she and her Party didn't crack the 50-seat mark as pollsters claimed. For us at K&A, we predicted correctly that the NDP would become Official Opposition and our research showed that there was never going to be a chance for the NDP to become government. The math just didn't work.

She has some MPP's with good experience in Opposition and with that will likely start the legislative session with good traction as Official Opposition. Look for veterans like France Gelinas, Peter Tabuns, Catherine Fife, Gilles Bisson and Percy Hadfield to make an impact in shadow Cabinet roles in Opposition.

In all, the NDP had a good campaign, but despite this, its Leader Andrea Horwath is now vulnerable. We have heard rumblings from inside her Party that deep down they didn't make the breakthrough they could have (and many seem to be celebrating simply because they beat the Liberal Party who had played union politics so poorly over the past number of years) because of the petty squabbling among traditional and non-traditional multi-employer groups.

Watch for:

Big union groups (like LIUNA and Carpenters) to move quickly to support the Government in the coming months and years – away from the NDP,

Opposition in the Legislature to be aligned more with philosophy than practicality

Look for a Leadership review and as mentioned, we will likely not see Andrea Horwath lead this provincial Party into the next election in 2022.

4) In spite of the fact that he did not get province wide attention, Green Party Leader, Mike Schreiner won his seat in Guelph and make an historic breakthrough as the first Green

Party MPP in the Ontario legislature. Notwithstanding that the party has mythical appeal – especially in a city like Guelph – his breakthrough is probably overshadowed by the defeat of the once great Liberal Party. His party's base is somewhat significant enough to be a variable in future elections in the province depending on how he fares in the Legislature. Historical breakthrough with his seat notwithstanding, we believe the Green Party may have long-lasting appeal in public because he can now provide effective opposition with a "podium". Look for the Leader to be attractive to media in the short, media and long-term. Moreover, if Schreiner is effective in his appeal, he can attract a more significant voter base and be viewed more than a curiosity – and perhaps a viable Party in future elections.

Look for:

Discussions to ensue with the Liberal Party to determine if his one seat to their 7 may garner Party status in the Legislature for both the Greens and the Liberals.

5) The Trillium Party had one seat in the legislature. It had plans for a breakthrough including trying to attract MPPs to its fold. The Trillium Party candidate was a former Progressive Conservative member who was thrown out of his Party for inappropriate behaviour. The member lost his seat to the Progressive Conservative candidate in the riding and the party flamed out.

Election 2018 was ground-breaking on so many levels. Its outcome was not as dramatic as the 1936 general election in the USA because general thinking in advance of the election in Ontario was that the Liberal Party would be defeated as Government. We just didn't know how bad.

The appeal of Doug Ford and his PC Party confounded popular thinking in media and the claims that the NDP might form government were never going to be realized – at all.

There will be massive changes at Queen's Park in the coming months and years. There will be achievements and pitfalls for all the Parties – and that will be transformational.

In our opinion though, what we at K&A aspired to achieve was a more comprehensive way to do public opinion research during a campaign and report on it – riding by riding- and not just with questions to voters about what Party leader the respondent might wish to support.

At the same time, election campaigns need to be more grass-roots with attention to the local candidates first. Perhaps the Liberal Party strategy in their concession meant to do that – but their strategy was too late in coming – it would have been more impactful and fruitful for the Liberal Party had they announced THAT as a campaign tack at the beginning of the election campaign.

Had their Party conducted a campaign similar to what occurred back when King John signed the Magna Carta in 1215, the representatives of each constituency would seek office, truly represent the views and aspirations of voters, head to Queen's Park and, once there, the Premier would be appointed for the Party with the most seats. The Magna Carta is the essence of true democratic representation and should be more celebrated – the Member of Parliament IS important. Not like the current model in Canada that centralizes the power in a Prime Minister's or Premier's office and with his/her Cabinet and staff who now make all the decisions and MPP's or MP's

who are not in Cabinet are simply called "back-benchers" – how belittling for such a honour from the voters!

Maybe, just maybe, this new government in Ontario will be transformational in the way Magna Carta meant it to be. We'll see!

At the same time, Elections Ontario should be commended for the way they conducted the election and the efficiency with which they ushered voters through the polling stations and tallied votes after the polling stations closed. This compared to the way we voted in elections previous, waiting as a poll captain found our names on a typed list and then handing us a ballot that was put into a box only to wait hours after the polls closed before results were tallied and reported. This 2018 election gave voters an idea within the first thirty minutes of polls closing, who was going to win a particular riding. Great stuff, really innovative and, no surprises!

K&A. Inc. – Canadian public policy and management experts

Proudly celebrating its 11th year providing public policy advice and management consulting to a blue -chip client base in North America, the company has been at the forefront of some of the most comprehensive and controversial legislative initiatives in Canada. As experts in healthcare, gaming and energy K&A helped craft important legislation throughout Canada including; prescription drug legislation in several provinces that has reformed the programs in several provinces and decreased the cost of generic medications. The reforms have also led to increased scopes of practice for pharmacists, technicians and other allied health professionals that has transformed the delivery of healthcare across Canada. Other notable initiatives have been the development of legislation and regulations for smoke free rules across Canada – especially in the development of alternatives to combustible tobacco.

Globally the company works in Asia, Latin America and eastern Europe. Its focus is on the development of infrastructure projects and related management – to Canadian standards. Its draft discussion paper, for example, on the use of international medical graduates from Canada prompted an opportunity for physicians and other allied health professionals to be able to work in healthcare in foreign jurisdictions prompting an increase in Canadian standards for healthcare in those jurisdictions.

Its principals have extensive experience in public sector management and governance, corporate Canada and global governance. The company is effective at assisting clients who need to weave through the maze of public sector regulation and legislation at the provincial and federal levels in Canada – a complicated undertaking that we make look simple.

K&A personnel speak the language of government and can translate for clients when the language of Government appears incomprehensible. More importantly, we get results because we hold governments' feet to the fire.

Our communications department is savvy beyond words, our media database is one of the most comprehensive in Canada and is capable of developing and delivering for our clients. Our expertise in communications helped to deliver on Canada's most effective cyber targeting legislation that has been heralded for its protection against bullying and targeting.

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