

Appendix “B”
KPMG Recommendations

1. We recommend that Council authorize the City Manager’s Office to lead the development of a broad and inclusive community economic development strategic plan similar to those undertaken by the City of Halifax, the City of Vancouver and/or Windsor and Essex County, by:
 - Reviewing with, at a minimum, the authors of each of the three plans identified above (the City of Halifax, the City of Vancouver, and/or Windsor, Essex County, or other community economic development plans as appropriate, the process that was used to undertake the development of those economic strategic plans, the nature of the consultation taken, the time required to develop the plan and the budget required to produce the plan.
 - Making recommendations to Council on how best to proceed with the development of such a strategy.
 - Leading the process of developing the plan, ensuring that the appropriate levels of consultation are undertaken with all stakeholders and that the plan is based upon an objective, data-driven assessment of the community’s economic strengths and weaknesses and presenting to Council for discussion and approval.
 - We recommend that as part of the planning process, consideration be given to the nature of effective performance measures that measure the progress of implementing the strategy’s key goals and initiatives and provide a realistic measure of the accomplishments in specific economic development focus areas.

2. We recommend that the current Purchase of Service Agreement (PSA) model with LEDC be continued and renewed upon the expiry of the current agreement. Depending on actions taken as a result of this report, some changes may be required to the terms and responsibilities included in the Agreement. We recommend that consideration be given to amending section 1k) of the PSA to reflect LEDC reporting to Council through the Strategic Priorities and Policy Committee (SPPC).
 - We recommend that the City’s Senior Administration and LEDC Management agree on a set of standards dealing with presentation format, documentation format and required level of content to be presented to the SPPC.
 - We recommend that on an annual basis, the LEDC Senior Management meet with the City’s Senior Administrative Leadership to review LEDC performance against the key elements of the Purchase of Service Agreement.

3. We recommend that the nature of the interaction of the various economic development organizations be documented in the economic strategic plan.

- We recommend that the LEDC be given responsibility to report to the SPPC annually, utilizing the community economic development strategic plan as a reference point, on the effective ongoing interaction of the economic development organizations funded by the City through the LEDC.
4. We recommend that the SPPC receive, through the annual budget approval process, an overview from each City-funded economic development organization outlining their strategic goals and focus areas, and measures of performance in relation to the City's economic strategy. An updated and comprehensive economic development strategy will guide the work of each of the economic development organizations funded by the City.
- We recommend that on an annual basis and prior to the budget setting process, each of the economic development organizations funded by the City present to the SPPC its plan for the upcoming fiscal year, using a presentation format and template designed by City Administration including:
 - A brief description of the organization's mandate
 - A high-level overview of the strategy the organization is following
 - The current and anticipated future economic conditions they are faced with
 - Its key goals to be pursued in the upcoming fiscal year
 - The key measures they will use to track performance.
 - We recommend that every year, each City-funded economic development organization present to the SPPC a six month update on the progress they are achieving against their strategic plan, using the performance measures developed in the formulation of the plan.
5. We recommend that within the next term Council make a determination as to the ongoing benefit of utilizing the IEPC and its defined mandate with respect to economic development activities.
- We recommend that the process flow amongst the City's internal economic development functions and its inter-relationship with external economic organizations be documented, more specifically - flow charted, including describing at high level the specific steps, activities, responsibilities, timelines and constraints to consider.
 - We recommend that City Administration establish a method to review these documented processes on a regular basis as a means of continuously improving them.
6. We recommend that the Industrial Land Development Strategy approved by SPPC on March 17, 2014 be implemented as approved.

