



## Biography

David is President of Cash & Associates Inc., a management consulting company, which provides professional advice and consulting services in the fields of strategic planning, /service delivery/review, economic & tourism development and urban planning policy.

Recent projects include broadband strategies and enhancements for Brant County; the development of high level Strategy to leverage municipal assets in Sarnia; an analysis of Mississauga's small business ecosystem; Tri-Municipal Economic Development Strategy (Parkland, Spruce Grove & Stony Plain, Alberta) which featured evaluation of options for joint service delivery; and an Economic Diversification Plan for the City Niagara Falls.



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David is President of Cash & Associates Inc., a management consulting company he started in 2014, after an extensive career in municipal government in Ontario. He has held various senior positions in his career, including Chief Administrative Office (CAO), Commissioner of Planning & Development and Director of Economic and Tourism Development.

As a Subject Matter Expert (SME), he has participated as a team member on several consulting projects with KPMG, MDB Insight, the Canadian Urban Institute (CUI) and has delivered training workshops for elected officials for the Economic Developers Council of Ontario (EDCO). C&A Inc. has also served as the prime consultant in delivering economic development strategies to municipalities and evaluating options for more effective and efficient service delivery (see examples on Page 2).

The role of CAO in Whitchurch-Stouffville (York Region) provided David with broad-based experience in managing an urban/rural municipality (pop 47,500), that was experiencing rapid growth. This role included strategic and fiscal planning, land acquisitions; sale of surplus municipal lands; corporate asset and risk assessments; human resources and workforce development and providing advice to Council on the Town's economic and tourism development. During his tenure, he provided leadership for the construction of municipal assets, such as: fire station, public works depot, museum expansion, cultural/performing arts centre, recreation centre, Civic Centre, and downtown Mainstreet reconstruction.

David was Executive Director of the Kingston Economic Development Corporation (KEDCO – formerly Kingston Area Economic Development Commission - KAEDC). There he developed and implemented a long-term economic development strategy, including a focus on tourism marketing/development and business recruitment/retention. During this time, the City's Visitor and Convention Bureau was disbanded, and all tourism destination marketing activities integrated into KEDCO.

Also in Kingston, he served for a time as Project Manager for the Transition Board overseeing the amalgamation of the City of Kingston and surrounding Townships. This work involved analysis and studies of service delivery options for the new City, including staff retention/development/exit programs. David has also served as Commissioner of Planning and Development for the Town of Oakville. In this senior management role, David led the Town's growth management efforts, including developing the North Oakville Secondary Plan and related public engagement and the creation of a Natural Heritage System.

He is a Certified Economic Developer (CEcD), Registered Professional Planner (RPP) and a University of Waterloo graduate (Honours Geography and Economics).

## Examples of Recent C&A Inc. Activity:

- **Brant Connects Joint Advisory Committee (2021-present)** – C&A Inc’s President serves as a member of this County of Brant Council advisory committee with a strategic mandate to improve local internet broadband in the community. David was appointed by the Paris and District Chamber of Commerce. This committee monitors (for accountability) the various grant programs to telecom companies to ensure they provide high-speed broadband to local business (especially rural). Other projects include advice on Official plan policies for telecom, review of protocols for the location of telecom towers and the production of a Connectivity Guidebook.
- **Tri-Municipal Economic Development Strategy (Parkland, Spruce Grove & Stony Plain, Alberta)** (2021). C&A Inc. was retained by MDB Insight (Toronto) as part of a larger consulting team to develop an economic development strategy for three municipalities (part of Metro Edmonton). This Strategy is one of nine plans developed in a unique process, to produce an overall comprehensive Tri-Municipal Regional Plan. C&A primary focus was on analysis of ED service delivery and alternatives, including shared governance and delivery. Options for enhanced collaboration were developed to leverage better outcomes.
- **High Level Economic Development Strategy for the City of Sarnia** (2020). C&A Inc. was retained by MDB Insight (Kingston) as part of the consulting team to provide the City with an Economic Development Strategy that examined six key City-owned assets (Airport, Harbour, Waterfront, Marina and 2 Biz Parks) and the delivery of Economic Development Services by the City and the County partnership. Each asset was assessed from a financial and operational perspective, and recommendations made to Council, including some advice for asset disposal and revised governance. The project incorporated stakeholder consultations/interviews, governance review, economic and demographic analysis, public consultation, and Council workshops.
- **Economic Diversification Strategy for the City of Niagara Falls** – (2018). C & A Inc. was retained by KPMG LLP as its Subject Matter Expert (SME) in economic development for this project. This was not your conventional ED Strategy, as the focus of this research was to identify industries and opportunities, with the greatest potential to boost local economic growth and development in the future. The work involved stakeholder consultations, analysis of comparative advantages, statistical research and utilizing KPMG’s “Magnet Cities” research, where diversification opportunities are identified according to key “principles that increase a City’s positive magnet pull” for growth.
- **Economic Development Strategy and Action Plan for Town of Georgina, Ontario** – (2016). This project followed a “Check-up” of the Town’s ED program that found their Economic Development Strategy was out-of-date and not aligned with the Town’s current policy goals. The process to update the Strategy included data research/analysis; identification of opportunities/trends including tourism and agriculture sectors; development of a discussion paper for external input and on-line public comments; facilitated workshops for stakeholders/public; and recommended strategies/actions with suggested performance measures. The Economic Development Office was also reviewed, with advice provided on staffing, programs, and budget. David Cash was subsequently retained to provide training/coaching to the ED Staff.
- **Cleantech Investment Attraction Project (Strategy) for Town of East Gwillimbury, Ontario** – (2015 and 2016). This project involved developing a new strategy to leverage business investment in the Cleantech Sector, specifically linked to water use/reuse, purification, and treatment technologies. The process to develop the strategy featured considerable research/investigation; interviews with Members of Council/Senior Staff; a facilitated workshop with leading experts (open to the public); identification of short and long-term opportunities; and the development of an innovative marketing plan. David was also retained subsequently in 2016 to advance implementation of key aspects of this Strategy and conduct an internal review of the Town’s existing ED Office, staffing, and budget.