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Letter From O.I.D.C. President

As President of the Ontario Industrial Development Council, I am pleased to present the Second Annual OIJC Journal on behalf of the OIJC Board of Directors. The OIJC Journal is a selection of articles of interest to persons in the field of Economic Development.

The OIJC Journal is a reflection of the increasing professionalism and expanding scope of economic development in Ontario. This year's edition includes articles on a range of topics including Access to Information, Venture Capital and Waste Management. The articles have been written by experienced economic development practitioners from both the public and private sectors.

I wish to congratulate the OIJC Journal Committee on a fine publication and thank all those persons who have contributed to its production.

I trust that you will find this Second Annual OIJC Journal to be helpful to you in your Economic Development activities.

Message From The Editor

In a tradition initiated in 1987, the O.I.D.C. Journal Committee has published its second Journal for its membership and private/public agencies which deal with economic development matters.

I wish to express my thanks to the Editorial Committee, Ms. Gladys Schmidt, Town of Georgina and Mr. Frank Miele, City of Scarborough for their efforts in reviewing the submitted articles and their many suggestions. In addition, my thanks go out to Miss Cathy Longo and Ms. Barbara Schuelter, who assisted in gathering many of the articles for review. Finally on behalf of this Journal Committee and the members of the O.I.D.C., I wish to thank everyone who participated in the preparation of this volume, with a special thanks to Mr. Bob Cranch, City of Brampton for typesetting and publishing these articles.



*Renato Romanin
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THEORY OF COMPUTATION

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The Economic Development Officer And Planner: Friend or Foe



**Mario
Belvedere**

**Manager,
Economic
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Resume

- *Manager of Economic Development, Town of Markham, 1988 - current.*
- *Economic Development Officer for the City of Scarborough 1987- 1988.*
- *Assistant to the City Manager in the City Manager, City of Edmonton, 1985-1987.*
- *Urban Planner for the City of Edmonton, 1981-1985.*
- *Urban Planner for Alberta Municipal Affairs, 1979-1981.*
- *University of Waterloo's Urban Planning Program, Honours Bachelor of Environmental Studies, 1979.*

The purpose of this article is to review the relationship of the Economic Development Officer and Planner to identify an action plan towards better co-operation. To fully understand this relationship, the environmental factors such as job responsibilities and organizational and political influences affecting both professions will be analyzed. Two examples will be documented which illustrate how these environmental factors have contributed to conflicts. Finally, recommendations will be presented which aim to remove or minimize the opportunity for conflict in order to result in improved co-operation.

The relationship will be evaluated within the context of a rapidly growing urban municipality. The analysis is based on an actual municipal organization and actual development proposals. Although the analysis is based on specifics, the solutions and recommendations may be applicable to any municipal situation where Economic Development Officers and Planners are employed.

Environmental Influences

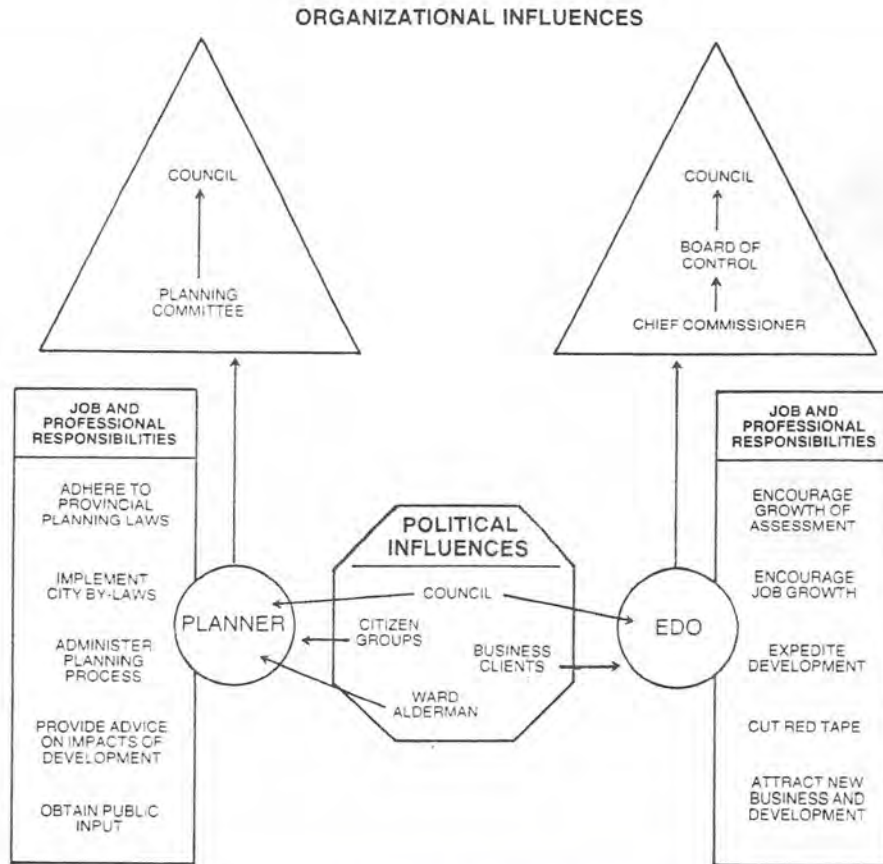
Diagram 1 clearly illustrates that the environmental influences which affect the Economic Development Officer and Planner are very different. Organizationally, the Planner reports to a Planning Committee and the EDO reports to a Board of Control. The Planning Committee is made up of ward aldermen often concerned with specific zoning and land use issues in their ward while the Board of Control is comprised of senior aldermen elected at large. Although both parties report to Council, the vast majority of decisions are debated and resolved at the former levels. Within the municipal organizational structure, the EDO and Planner are responsible to different political committees and there is no one individual to resolve administrative and corporate conflicts between the two departments.

Another key area of potential conflict is the job and professional responsibilities. The Planner must administer land use by-laws and provincial planning regulation and must be prepared to defend decisions on technical merits in forums such as the Ontario Municipal Board. The Planner must also consider the political desires of the elected officials and the concerns of citizen groups. The Planner's key professional responsibility is to ensure that planning procedures are followed and that development is acceptable in both design and political terms.

The EDO's prime task is to encourage job growth and increase the municipal industrial and commercial assessments by attracting clients who are generally business people and potential investors. The EDO's key objective is therefore to cut through the red tape to expedite development.

From this analysis, one can see that the potential for conflict arises from the reporting relationship within the organization, the job and professional responsibilities, and the political influences affecting the Planner and EDO.

EDO - PLANNER RELATIONSHIPS ENVIRONMENTAL INFLUENCES



Case Study

Two examples have been chosen to illustrate how these environmental influences have led to problems and conflicts. The names in the examples have been altered because the development applications are still under review.

Japa Investments

Through foreign prospecting the EDO found investors interested in developing in Toronto. The EDO introduced these investors to the land owners willing to sell their property, and a deal resulted. Through negotiations, the investors were told that the EDO would support them in any way possible to get the development expedited. Once the proposal was officially submitted and reviewed by the City, the planners identified numerous problems relating to the high density requested, the traffic generation problems, the unusual combination of uses, and the adjacent residents' concerns. The investors found that the promises of expedition of development approvals could

not be guaranteed due to the issues raised through the planning review.

The conflict here resulted from a lack of corporate co-ordination where by the EDO and Planner performed their job responsibilities in isolation of the other.

Smith Woodworking

Smith Woodworking made application to expand their woodworking plant to improve operational efficiency and expand production for export markets. The use is a legal non-conforming one which requires special planning permission to expand. Planners delayed the project because of design concerns and political objections from the ward alderman. The applicant requested that the EDO help resolve the problem.

The EDO became involved as his priority was to help the client obtain an approval to expand his operation and create new jobs and increased assessment. The Planner was concerned with

improving design and satisfying the political concerns, and had little concern with job and assessment growth. Again, the conflict resulted from the lack of a corporate vision and lack of common goals and objectives.

These cases illustrate practical examples where the EDO and Planner were in conflicting situations. Both demonstrate that their conflicts were a result of each doing their job in isolation of the other. This is reinforced by the situation of the organization, the differing goals and objectives, and the differing departmental priorities and responsibilities to different client groups.

Recommendations

To reduce the potential and real conflicts and encourage co-operation, the differences in organizational responsibilities, professional and job priorities, and corporate and departmental goals must be reduced. To do this the following recommendations should be implemented:

- 1) Create a Chief Administrative Officer position to whom both the Planner and the EDO report.

This would result in a co-ordinated approach to planning and economic development issues affecting the municipality. The CAO would have the responsibility of bringing together the planner and EDO to resolve matters of administrative and policy differences before they reach the political level. The CAO would also act as arbitrator in situations where compromise solutions are not feasible. Both Planner and EDO would continue to report to their existing political committees but both would be answerable to the CAO.

- 2) Develop a Corporate Strategic Plan for the Municipality

The corporate strategic plan would present a vision of what the municipality should be and create actions, tasks, procedures and policies to achieve the vision. It should not be confused with an official plan (land use document), an economic strategy (an economic development tool), or a capital budget (an annual statement of capital projects and operation expenses and revenues). It should be a plan which presents a policy statement by which all municipal actions follow.

The key element of a corporate strategic plan is to gain an awareness of the differing priorities of each department and to develop co-ordinated approaches. The process by which the plan is created is as critical as the plan itself. It should be developed with input from all municipal departments and refined by their senior managers. Timing is crucial to the success of the plan. Once in motion the final product should be completed within a tight time frame.

The Plan should aim to prioritize the corporate goals and identify actions to achieve these goals. For example, if a goal is to "attract industrial development by creating a fast-track approval process," then all departmental procedures and policies must reflect and accommodate this goal. If a goal is to "create prestigious industrial design and involve residential input in the planning and design decision", then the EDO must advise potential investors that development approvals may not be expedited.

- 3) Develop clear and open lines of communication between the EDO and Planner

It is important that communication exists between the EDO and Planner. This communication link should be both formal and informal. Formal communication would involve regular meetings on general departmental operations and projects, and special meetings on major issues of concern to both. Informal communication should be encouraged and would involve day to day information exchanges by all staff levels. To encourage this the CAO should schedule regular meetings with all municipal staff.

Conclusion

By implementing these 3 recommendations, the potential for co-operation between the EDO and Planner would be greatly enhanced. The CAO position would create an administration focal point whereby administrative procedures and corporate policies could be co-ordinated. The corporate strategic plan would present a plan of action towards a common vision of the city. This would result in a closer relationship between the job responsibilities of the EDO and the Planner. Improved communication and interaction between the EDO and Planner should contribute to the development of a co-operative approach in dealing with important development issues facing the municipality.