

# A MESSAGE FROM THE HONOURABLE ED PHILIP MINISTER OF INDUSTRY, TRADE AND TECHNOLOGY

*// As Minister of Industry, Trade and Technology, I'd like to congratulate the Economic Development Council of Ontario on your initiative and foresight in publishing this important journal.*



*It has never been more important to balance the needs of the community, business, investors, government and labour.*

*The concept of economic development as "lands, buildings, jobs," is gradually being replaced by a more long term, sustainable definition. Communities must now find new ways to address the challenges of this changing environment.*

*For community economic development officers, this means a whole new way of thinking, and requires an additional set of skills. Your Economic Development Journal will continue to be a valuable educational tool for those involved and interested in economic development at the municipal level.*

*At the Ministry of Industry, Trade and Technology, we are continuously looking for new ways of working more effectively with you to address our many mutual challenges. As one step in this direction, we recently established the Municipal Economic Development Branch, under the direction of John Blanchard. The Branch can be reached at (416) 325-6457.*

*A dedicated link to Ontario's communities, the Branch is strengthening our ability to elicit your input and address your needs. By providing this point of contact, it establishes a means by which economic development professionals can conveniently approach ministries and agencies that have policies and programs affecting community economic development — ministries such as Municipal Affairs, Energy, and Environment.*

*I am confident that this Branch will help my Ministry identify and address your needs and concerns. By working together we can achieve the full potential of our communities throughout Ontario. //*

A handwritten signature in cursive script that reads "Ed Philip".

ED PHILIP  
MINISTER



Minister of  
Industry, Trade  
and Technology

Le ministre de  
l'Industrie, du Commerce  
et de la Technologie



# Message from the Editor

The art of publishing a journal takes considerable creativity, persistency and countless hours of co-ordination. As the founding editor of the Economic Development Journal of Ontario, I am particularly pleased to publish this third issue after one year's absence.

Due to financial constraints, we sought sponsorships who believed in and supported the three main reasons to keep on publishing the Journal. The Journal's primary objectives are to:

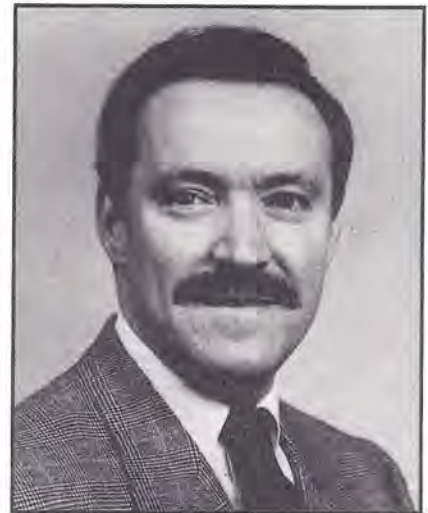
- 1) assist and up-date Economic Development Professionals on new and informative issues in our field,
- 2) provide co-horts in associated disciplines such as planning, business, law, engineering, etc. an opportunity to understand and appreciate our profession, and
- 3) promote and enhance our profession to public and private agencies including edu-

cational institutions who often hunger for knowledge on economic development. I believe that this and future issues of the Journal will strengthen these objectives and hopefully our profession will achieve its due recognition at all levels of government.

There are many people and organizations whom I wish to thank, particularly the sponsors without whose financial commitment the Journal would not have been possible. I would like to thank the authors who took the time and patiently answered many of my telephone calls.

Special thanks to Professor Eva Samery who co-edited the articles and provided me numerous innovative ideas for this and future issues.

Finally, I would like to give my personal thanks to my employer, the City of Vaughan Council and CAO, and my wife Pat and



kids for their support during the co-ordination and final publication of the journal. We will continue to publish the Economic Development Journal of Ontario and I hope that I will have the pleasure of working with our old and new sponsors and authors in the near future.

**Frank Miele,**

*B.E.S., M.A.E.S., Ec. D.*

*Commissioner of Economic Development  
City of Vaughan*

# Message from the Co-Editor

The collection of papers in this issue is representative of some of the many forces collaborating in the realm of the economy. Articles range from the Provincial Treasurer presenting broad policy issues; academics and spokespersons of the private economy outlining critical changes they have to deal with, following from the realignment of market trends and several reports from Economic Development Professionals to indicate what roles and how many new initiatives they have undertaken in their respective locations.

The most important message that comes through loud and clear is, that each of the actors represented through these writings have an important contribution to make and must be well understood by all others in order to build a healthy economy. Simply stated: there must be co-operation writ large!

There is a long road to travel before such co-operation can become fruitful. It is the hope of EDCO that this Journal will, in a small way, contribute to the successful co-operation of the entrepreneurial forces toward a healthier economy where every citizen will safely enjoy the fruits of their work.

Thanks to our contributors, this Journal shows signs of maturing if compared to the previous publication of EDCO. We hope that we can make further improvements in future publications by capturing even more voices of the economy, of local politicians, and of detailed accounts of financial and organizational questions of local economic development. It is also our hope that our colleagues will make themselves heard through Letters to the Editors and thus help us build a strong Journal.

**Eva Samery**

*Eva Samery is an Urban and Regional Planner who, for the last 18 years has taught in the undergraduate School of Urban and Regional Planning at Ryerson Polytechnical Institute, in Toronto. Eva has degrees in economics and in planning, and has practised in both fields in Canada and in other parts of the world. She is a member of the Canadian Institute of Planners.*

*Eva Samery*

*MSC (Pl)*

*Professor*

*Ryerson School of Urban and Regional  
Planning*



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# Economic Developers Council of Ontario

## Vision for the 90's

by Gladys M. Schmidt Ec.D. and Patrick W. Olive Ec.D.

### Background

The year 1990 started a decade of challenge and change for the business community in Ontario. *The Economic Development Council of Ontario* answered this challenge by formulating "A Vision for Ontario". This vision is intended to be a pro-active and dynamic plan to assist our members in establishing and maintaining this Province as the premier Province and the heart of Canada.

This plan was not compiled overnight but consisted of a well thought out process that took place over the last decade. The Economic Developers Council of Ontario's Forward Plan (Vision for Ontario) was first envisioned by the Board of Directors in 1985 with its first formal membership meeting held in Guelph in 1984. The underlining purpose was to obtain members input on the directions and actions that *EDCO* should pursue over the next two to three years. Our most recent meeting was held in the fall of 1990 in Barrie and brought together some forty *EDCO* members from across Ontario representing a broad spectrum of the Economic Development professional. This working forum evolved into more than an *EDCO* Forward Plan and expanded to focus additionally on the Prov-

ince as a whole and its positioning within the national context; its global stature and reputation. These professionals developed the following strategic questions:

*Where have we been?*

*Where are we now?*

*Where would we like to be in the future?*

*How do we get there?*

The following synopsis represents the results of our discussions, deliberations and spirited exchanges. Based on the degree of commitment, enthusiasm and knowledge of the participants the future looks great for *EDCO* in Ontario.

### *EDCO'S Vision for Ontario*

"Enhance and develop an economically viable and environmentally responsible Ontario"

In order to strengthen this vision, *EDCO's* Mission Statement for the 90's states:

"*EDCO* will provide a forum to enhance the professional development of its members; advance economic development as a profession and promote, assist and foster economic prosperity within our municipalities in The Province of Ontario."

### EDCO'S GOALS

*EDCO* has identified the following four goals to achieve its objectives of promoting the Council and maintaining Ontario's established strengths:

1. To provide a forum for economic development related educational activities.



**GLADYS M. SCHMIDT Ec.D.**

*Gladys has been involved with the economic development profession for over 15 years. Ms. Schmidt has obtained her Diploma in Economic Development from the University of*

*Waterloo and completed the requirements as a certified industrial developer (Ec.D.) in 1988. She is a graduate of Wilfrid Laurier University in Business Administration and is the Chairperson of Working Skills for Women Advisory Group for Seneca College. Gladys has been a member of the Professional Development Committee for EDAC for many years and was a member of the Board of Directors of EDCO for 5 years prior to taking over the position of Administrative Services Co-Ordinator for the Council in 1991. Ms. Schmidt is the owner of her own consulting business, South Shore Development Group.*



**PATRICK W. OLIVE Ec.D.**

*Patrick obtained his education including Honours Bachelor of Arts from Brock University, a Master of Urban and Regional Planning from the University of Waterloo and a Master*

*of Business Administration from York University. Since 1970, Pat has been employed with many developers such as Cadillac Fairview, Genestar, Nu-West and Revenue Properties. For the past six years, Mr. Olive has held the position of Commissioner of Economic Development for the Regional Municipality of Durham. Patrick is a member of the Canadian Institute of Planners, Economic Developers Association of Canada, International Association of Corporate Real Estate Executives, American Economic Development Council and was the 1991 President of the Economic Developers Council of Ontario.*

2. To increase the profile of the Economic Developers Council of Ontario and the profession.

3. To encourage and create an awareness of economic development issues with relevant government agencies and ministries.

4. To promote and develop Ontario as a premier location for economic activity by increasing employment and prosperity and enhancing the quality of life within the municipalities comprising the Province of Ontario.

Our Vision for Ontario; Mission Statement and Goals were ratified by the membership at a recent quarterly meeting.

## **GOAL IMPLEMENTATION**

### **GOAL 1 - EDUCATION**

To achieve the first goal of providing a forum for Economic Development Educational Activities, the EDCO Board has directed resources towards the Education Committee so as to attain the various and far reaching objectives outlined in the Forward Plan.

In the spring of 1991, the first advance seminar entitled "Strategic Planning" was held in concert with our spring meeting in Ottawa. This seminar received accreditation through EDAC and funding assistance from the Ministry of Industry, Trade and Technology. A portion of the registration fee was funnelled into the Education Reserve/Research Fund. On the recommendation of the Education Committee, the Board has directed that a minimum of one seminar be held yearly. The second two-day seminar is planned for Oakville in April of 1992. To further our commitment to Education, a members' workshop breakfast is held at every Quarterly Meeting identifying pertinent issues such as the amendments to the Labour Relations Act. Every meeting must have a strong educational component.

### **Education Reserve/Research Fund**

To further supplement the Education Reserve/Research Fund, a small levy is charged on membership fees and registration fees from each quarterly meeting. By the end of 1992, the fund should reach a balance of \$8000.00. Once this fund has sufficient resources, the interest will be used to grant bursaries to deserving EDCO members to attend professional education

sessions. This fund will also be used to develop training information videos to assist in developing an understanding of our profession.

### **Municipal Economic Development Course**

A major initiative was undertaken by the Board and the Education Committee in 1991. With the assistance of Bank of Montreal, one of our Economic Partners, an undergraduate "municipal economic development" course was established at Ryerson Polytechnical Institute, School of Urban & Regional Planning. This action is hoped to be the forerunner of an undergraduate curriculum in the Economic Development field. It is through the efforts of dedicated members, Board of Directors and private institutions like Bank of Montreal, that the profession of economic development will evolve and expand to recognition in our society.

### **Student Members Welcome**

In 1991, the Board established a new position of Student Co-Ordinator. This person has the mandate and budget to develop and promote student membership within the Council. This will ensure that the economic development profession grows and flourishes within the academic environment and ensures that the youth of today will recognize the importance of economic development which will enable Ontario to remain strong in future years. Several Ontario Universities and Colleges have been targeted by our Co-Ordinator and will be the focus of their efforts in our upcoming membership drive and Council expansion.

### **GOAL 2 - ENHANCE THE PROFESSION**

Complementing goal number one is the Council's second goal which is devoted to improving the profile of the profession of economic development. Our initial step was to create a new and much broader look for our logo and name for our Council. In 1991, EDCO changed their name from the Ontario Industrial Development Council which had served them well since its' inception in 1957 to the Economic Developers Council of Ontario Incorporated. The broader scope of economic development professional activities was hampered by the focus on the

industrial element of our name. Our new logo and name with the new colours, reflect a new dynamic and evolving profession and Council. With this in mind, our newsletter and journal will present articles and information that will reflect the stature and knowledge of our professionals. These efforts will go a long way in establishing credibility for the economic developers as well as complementing the Economic Developers Association of Canada's review of the profession and the development of employer interview guidelines and handbook.

The newly formed Member Services Committee is looking into a Private Member's Bill which will recognize EDCO and the Economic Development Profession.

It is imperative that all individuals and elements that are considered to be part of economic development become a single voice. Whether the initiative is Federal, such as Community Futures Committees/Business Development Committees, or whether it be the Provincial initiative of EDP creation, all contribute to the betterment of Ontario as an economically viable and environmentally responsible Province. Establishing this unity is a task which exists today and will continue to be important in the future.

### **GOAL 3 - POSITIONING**

The third goal builds on a major component of the positioning within Ontario's political structure. Our Government Liaison Committee over the last few years has taken proactive steps to develop submissions to the appropriate ministries in order to provide some form of input into government policy and thereby create a better business climate. Recently, EDCO has expanded its liaison to all Ministries which effect the Ontario economy. These include, Industry, Trade and Technology; Labour, Agriculture and Food; Tourism and Recreation; Environment; Municipal Affairs; Northern Mines and Development and Energy just to mention a few. EDCO is continuing to take major steps to establish and keep EDCO in the limelight of government policy making. To further complement this objective, the Board has recently announced that Industry, Science and Technology Canada will be appointing a liaison person to the EDCO Board. The Board has also estab-

lished lines of communication and liaison with other associations such as the Association of Municipalities of Ontario (AMO); the Federation of Canadian Municipalities (FCM); the Canadian Manufacturers Association (CMA) and the Ontario Chamber of Commerce.

**GOAL 4 - TO PROMOTE  
AND DEVELOP ONTARIO**

Our final goal is centred on a longer term outlook of how, we as a Council, see Ontario evolving. *EDCO* will be developing a strategic action plan in 1992 to further enhance our proactive stance in this area. This will necessitate an organizational restructuring which will reflect our ever changing economy. A partnership of management, labour, private and public corporations has to be developed to face the global challenge of the '90's and beyond. Competition, productivity, efficiency and quality are the underlining principles of business which have to be developed by all businesses large and small.

*Tomorrow builds on  
today and is the  
strength and concern  
of EDCO that will  
lead Ontario into  
a promising future!*