



Book Reviews

*Reviewed by Frank Miele,
Commissioner of Economic Development for the City of Vaughan
Journal Editor*

Title: Edge City: Life on the New Frontier

Author: Joel Garreau
Toronto, Anchor Books, Doubleday
1991, 548 pages

First there was downtown. Then there were suburbs. Then there were malls. There Americans launched the most sweeping change in 100 years, in how they live, work, and play.

Edge City is a provocative introduction to demographic and business patterns that are likely to become more important as the twenty first century edges near. This optimistic book is a milestone grasp of where we are and where we may be heading. Edge City is not about asphalt and steel, its central concern is a fraction of a lifetime still in progress. During this historical blink of an eye, Americans decided to change just about all their routines of working, playing, and living. They created vast new urban job centres in places that only thirty years before had been residential suburbs or even corn stubble. The book captures Americans making the most literally concrete decisions possible, in the hope of achieving a critical understanding of what their real values are, who they are, how they got that way, and where they are headed.

The author marvels at how successfully they manage to deliver anything

quantifiable - like jobs and wealth. As the book advances, the readers will continue to find themselves meeting Americans creating a brand new world. As the book continues the reader will find Americans grappling with even more wonderful and profound questions - about identity, community, civilization, soul, and all the other attributes of the good life for which we yearn. For that is the most interesting and challenging task - of really penetrating Americans latest attempt at Utopia, and of trying to gage how far along Americans really are.

The author concludes with an enormous challenge before the American people which entails finding the future in their deepest desires, and to achieve the future through wisdom.

The book ends with the chapter about the land. The author feels that if Americans come to see it all as sacred - the land on which they build as sacred as the land they leave untouched - Americans will only then break through to higher ground and reunite their fragmented universe.

Title: Everyone Wins! A Citizen's Guide to Development

Author: Richard D. Klein
Chicago, American Planning Association, 1990, 143 pages

The author had only one purpose in

writing this book: to help citizens across the country protect their home, their community, and the environment from the damages associated with land development. The book is intended to serve as a guide for those having little experience with development issues. But the strategies covered in the book also could help the veteran community activist to be even more effective in dealing with development. This book is of particular interest to Economic Development Professionals who wish to pursue a better understanding of the political strategy with respect to development in our communities.

Overall the book is very informative with a step-by-step process on how citizen groups can achieve their objectives by being more informed of the development process. In fact, Economic Development Professionals can also help themselves and their community by not only understanding the development process, but determining the bottlenecks and proposing some solutions to it.

Title: Tourism: A Community Approach.

Author: Peter E. Murphy
New York, Methune Inc., 1991, 200 pages

The modern tourist industry has reached a crucial stage in its development during the past 40 years. Increased mobility and affluence have led to more extensive and extravagant travel, tastes have changed, certain areas and facilities have become outmoded, and competition within the industry has intensified. There is also increasing evidence that the rapid expansion of mass tourism creates problems, as well as benefits for host communities, and that to create a viable long-term industry requires management and monitoring in addition to development.

In response to these considerations Peter Murphy offers a comprehensive examination of tourism and development, a new perspective for its evaluation, and a suggested strategy for its continued development and evolution. He examines tourism from the viewpoint of destination areas and their aspirations, and recommends an ecological, community approach to development and planning - one which

encourages local initiatives, local benefits, and a tourism product in harmony with the local environment and its people.

The basis for this argument is that the natural resource of a community (both physical and human) is often the "raison d'être" for the industry and the stewardship of such resources is essential to its long-term success and survival. In addition, the ecological approach allows the various components of the industry and community to be integrated, permitting the assessment of conflicts and trade-off opportunities.

Such an approach leads naturally into the system's planning methods that have been adopted in many industrial nations. This type of planning allows tourism to be integrated into general community goals and planning strategies, and also provides the flexibility needed to adjust to changing economic and market circumstances.

Since Economic Development Professionals are concerned about the delivery and management of the tourism product, this book is a "must read". It will help broaden the debate on the future of tourism, and it can also provide a catalyst for change in a community seeking an innovative approach to stimulating tourism and development.

Title: Strategic Planning in a Local Government - A Case Book

Edited by: Roger L. Kemp
Chicago, The American Planning Association, 1992, 185 pages

Too often in the public sector one hears of well publicized programs with catchy slogans and glitzy promotional campaigns. Unfortunately, even the most brilliant slogans and campaigns are doomed to failure if they are not conceived and grounded in a sound strategy.

Development Professionals and Planners alike are increasingly becoming disappointed by traditional government planning practices, which have typically been controlled and reactive in nature. *Strategic Planning in Local Government: A Case Book* that provides for the first time, a comprehensive and critical guide for those individuals who wish to learn more about applying state of the art strategic practices in a local government setting.

Fearing the tempo of change in our

society, the typical reaction of public officials is to exhibit ostrich-like behaviour. This approach was taken by the private sector for many years with the same results - either corporate stagnation or death.

The book offers insight into the application of modern and strategic planning practices in our local governments. Just as companies do not have similar histories and cultures, cities also vary greatly in their backgrounds. Therefore, the particular strategic planning programs selected must be carefully adopted to each city's unique local, political environment, and administrative structure. Strategic planning requires a willingness to take a long-term view and the ability to take risks. But above all, it entails a creative desire to plan for the future.

Strategic planning offers a fresh opportunity for public officials, management personnel, and citizens alike, as they plan for the future in a proactive manner - without the usual tendency to react to events as they unfold. This will bolster the image of the government in the eyes of those it serves - its constituents and taxpayers.

Many Economic Development Professionals and their communities throughout Canada have successfully undertaken strategic planning projects. Others are now in the process of developing and implementing similar long range economic development strategies.

The Economic Development Professional must point out the tempo of change in our society and convince the public officials that they should treat the future as an opportunity, not as a threat. Those who refuse to do so are doomed to react to future events as if they were our collective destiny. Proper strategic planning will help public officials and local governments exploit the future - by limiting external threats, taking advantage of our available opportunities, and being able to respond to community issues and problems in a responsible and positive manner.

The purpose of the book is to review the application of state-of-the-art strategic planning that is practiced in local governments. The cases selected represent a diverse mix of local governments. These various case studies will help public officials, Economic Development Professionals and citizens alike as they strive

to improve the management of government in the public's interest.

Public officials must provide a strategic vision for their community and its municipal organization. The Economic Development Professional, through the knowledge gained from reading this book, will help achieve that objective.

Title: Economic Development Tomorrow: A Report to the Profession

Publisher: The American Economic Development Council, 1992

As an Economic Development Professional are you meeting the challenges of the nineties? Are you even sure what they are? If not, *Economic Development Tomorrow: A Report to the Profession* is a book that you should be reading. The book examines the future directions of the economic development profession as influenced by current forces and conditions. Whether economic, social, political, environmental or region specific, economic developers and those dealing with related issues must know what challenges face them and be prepared to create innovative responses.

Economic Development Tomorrow is the compilation of thoughts of 150 key opinion leaders from North America. The findings confirm a number of ideas which have previously been disseminated in various publications and presentations, as well as experienced first hand by economic developers in daily practice. *Economic Development Tomorrow* also takes a fresh look at impacting issues such as the environment, education, infrastructure and rural areas.

The report is directed at the economic development profession, but is of interest to many audiences including:

- local, provincial state and national government leaders
- Chamber of Commerce executives and staff
- Organization board members
- local volunteers
- business and labour leaders
- educators and students

This very important book is a must read for all Economic Development Professionals who wish to be prepared to tackle *Economic Development Tomorrow*.

Title: The Next Canadian Century
Author: David Crane
Toronto, Stoddard Publishing Company Ltd., 1992, 302 pages

In this stimulating book, David Crane looks ahead to the world Canadians will face in the twenty first century and what Canada must do to succeed in the new global economy.

What is needed now is nothing less than a transformation of Canada from the old economy of resources, construction and smoke stack industries to a new economy based on knowledge and ideas, which, through science, technology, and innovation, will produce the high value goods and services that can support high skills and high paying jobs.

Crane's wide ranging book examines:

- the impact of an aging Canadian society
- how Canada must develop research and development strategies or sit on the sidelines of the new economy
- how Canada can avoid becoming a nation of warehouses and terminals for foreign businesses
- how education and training are the cornerstones of our future success, since we cannot have a world class economy without world class workers
- the missing ingredient for Canadian success-consensus and how to achieve it

If there is a lesson to be learned from the twentieth century it is that if Canada is to realize its potential, it will have to earn it through creativity and innovation, and by having an international outlook.

While the book sets out the many problems Canada faces as we head towards the twenty first century, its underlying message is that we do have the people to build a productive new economy and to be active participants in the challenging new world that is emerging. But it is up to Canadians - by being open to entirely new ways of doing things - to realize this potential. The rest of the world will not do it for us.

Economic Development Professionals who hunger for knowledge on what might happen in the next century, should read this book.

Title: Managing for the Future: The 1990's and Beyond

Author: Peter F. Drucker
New York, Talley Books/Dutton, 1992, 370 pages

As the world's most influential management thinker, Peter Drucker has written one of his best books thus far on the topic of grappling with the challenges of change.

This book brings together his latest, most stimulating and enlightening views of the new world business order and management imperatives of the 1990's and beyond.

The book covers an enormous array of subjects including:

- the end of the era of the blue collar worker
- the ultimate bankruptcy of the Keynesian Theory of economic pump priming by government
- the myths about the Japanese economic juggernaut and the truths



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Frank Miele has been a practitioner in the field of economic development for twelve years. He has been Commissioner of Economic Development for the Cities of Niagara Falls, Scarborough, and currently in Vaughan, Ontario. He completed his Master of Applied Environmental Studies in Industrial Development at the University of Waterloo, and presented his thesis on "A Generic Model to Facilitate the Development Process in Municipalities". Frank has been an Instructor at Centennial College, and teaches at the Ryerson School of Urban and Regional Planning "Municipal Economic Development". He is the Editor of the Ontario Economic Development Journal. Frank

currently serves as Director on the Board of Governors of Seneca College.

- that we can and must learn from it
- the lessons that non-profit enterprises are for big business
- the place of our national economy in the multinational corporate world
- the formula for excellence in American exports
- the changing ethos of middle managers as the docile doctrine of absolute company loyalty gives way to the demand for rewards for individual achievement and initiative

This book focuses on executives, in their organizations and in their work. The main purpose and mission of this book is to help executives act and produce results, and to help them perform within a turbulent, dangerous, fast changing economy, society and technology.

This is a 'must read' for Economic Development Professionals across Canada.