



JANUARY 2023  
**ANNUAL  
REPORT**



Economic  
Developers  
Council  
of Ontario



## 2022 PRESIDENT'S MESSAGE

Wow what a year! In preparing this message I looked back and was amazed at how much has been accomplished. I am so proud of the staff, Board, committee members and membership for all the hard work they have put in throughout the year; it has been outstanding.

Though a little later than normal, the year was kicked off with the Annual Conference. This year's conference was a blended in-person and virtual conference, and it was great to see so many friends and colleagues back in person. The conference had over 450 delegates with 305 of these attending the conference in-person. An important part of all our conferences is the support of sponsors and exhibitors, and this year's conference was supported by 34 sponsors and exhibitors.

The highlight of every conference is of course the Marketing Awards. The awards competition attracted over 88 submissions from communities and organizations across Ontario. Perhaps my favourite was the winner of the Rural Excellence Award and the Lieutenant Governor's Award for Economic Development Excellence, Huron Student Honey. This project invested in youth in the community by teaching students how to care for honeybees, work with hives, harvest honey, and prepare it for sale in local stores. A worthy winner, this program saw volunteers and community members band together and without large scale budgets turn a vision into reality and at the same time demonstrating the innovation and creativity in Ontario's rural communities.

In April the Board worked with Lockhart Facilitation to review and update EDCO's 2019-2022 Strategic Plan to provide direction to EDCO for 2022 to 2025. These sessions were guided by the member survey that was completed earlier in 2022. The objective of this review was to update and refine the previous Strategic Plan. In May, the Board accepted the final Strategic Plan which set the following Vision, Mission and Priorities:



## VISION

Enhance and develop an economically viable and environmentally responsible Ontario.

## MISSION

Provide leadership to:

1. Strengthen Member Capacity
2. Advance the Profession
3. Support our municipalities to foster economic prosperity in Ontario
4. Support organizational sustainability

## PRIORITIES

1. Membership Enhancement and Expansion
2. Elected Official Awareness & Engagement Program
3. Enhance Programming for Communities, Members, and Stakeholders
4. Deliver Inclusive Professional Development

The Strategic Plan 2022-2025 Placemat, with more detailed activities for each of the priorities can be found on the website at [Strategic Plan 2022-2025](#).

In addition to updating the Strategic Plan the other main priority of the Board this year was to review and make recommendations on the composition of the Board of Directors. The intent of this review was to ensure that the Board is representative of the membership and embraces EDCO's commitment to Diversity Equity and Inclusion. A working group made up of the President, Past President and Chair of the Diversity Equity and Inclusion Committee looked at possible changes and made recommendations to the Board.

At this years Annual General Meeting the Board are putting forward to the membership an amendment to EDCO's Constitution and Bylaws. The Board is proposing that the Board of Directors may appoint up to two additional Board members each year. These appointed Board members will be chosen by the Board of Directors and will have full voting rights. These appointments will be for a term of one year and the appointments will be made after each annual election, with renewal being at the Board of Directors discretion. The Board believes that this amendment will allow the flexibility to ensure that the Board of Directors better reflects the membership and reinforces our commitment to diversity equity and inclusion.



Throughout the year EDCO held several regional events. These events were an opportunity to meet peers across a region and learn about trends in economic development that are affecting municipalities. Topics at these events were diverse and included: current and future trends in economic development; talent recruitment; bringing housing, business support services and connections to downtowns; economic strategic development; current and future trends in FDI; community improvement plans; childcare, “She-covery” and how these topics are affecting your economy. Four regional events were held in London, Whitby, Gananoque, and Thunder Bay, with a total of 196 participants across all four regional events. The Board has received excellent feedback from these events and expect to deliver another regional program in 2023.

In November this year EDCO also held their third annual Queens Park Event. This event is an opportunity to meet with elected officials and their staff at Queens Park and to promote the importance of economic development and the activities of EDCO in supporting municipalities. There were 25 partner municipalities or organizations that participated in the event with over 100 registered attendees, which included 35 MPPs and their staff.

Perhaps the most impactful program this year has been My Main Street. In July 2021, EDCO entered into an agreement with the Federal Development Agency for Southern Ontario to deliver a \$13.25 million My Main Street Accelerator Program. Participating main streets would hire a dedicated Ambassador, get customized market research, data analytics and non-repayable funding contributions for small businesses.

Through the fall of 2021 EDCO accepted applications from host communities with 65 main street in 34 communities being identified and brought into the program. These communities ranged across Southern Ontario with 25% of them being in rural communities with populations of less than 100,000. Through January to March this year the successful communities received customized research through Environics and began hiring their Ambassadors. The Ambassadors were key to delivering the program providing on the ground business support engagement and wrap around support and referrals, they assisted with the market research report activation and assisting businesses in completing fund contribution applications.



By the end of November this year the program had seen 2,973 business engagements with 962 market research reports being commissioned and 550 business support applications completed. The program has seen 438 businesses approved for the \$5,000 funding contribution. The impact has been significant with businesses reporting increased sales, increased operational or production efficiency, introduction of a new product or service, increased online sales and have hired or re-hired staff. Another critical success factor was the impact on under-represented groups. Of the business that received funding almost two-thirds were owned by women, one-third were operated by youth (39 years and under), a quarter were run by visible minorities.

My Main Street also ran a series of Mastermind Webinars which were available to all businesses. Webinars included: How to Turn Your Brick-and-Mortar Store into a Brand, Cash Flow Management, Business Operations, How to Grow a Brick-and-Mortar Store on Social Media, Creating a Buzz, and How to Increase Online to Offline Foot Traffic. In total there were 15 seminars offered through My Main Street which attracted over 1,000 participants.

Through My Main Street participating communities had access to market research receiving an Environics Analytics Community Profile. These reports provided insights into the demographic, psychographic, expenditure and behavioural characteristics of small municipalities across Ontario. Having recognized the value of these report EDCO partnered with Environics to make these available to all of Ontario's small municipalities through a special offer. Through this offer 37 downtown's have registered for the community profiles, and due to the success of this, the program has been extended to March 31, 2023.

My Main Street has been a huge success and Doug Lindeblom and his team are to be commended on all their hard work. While the current program will conclude in March 2023 the EDCO Board is preparing an application to FedDev for a continuation of the program.

The year closed out with the announcement of the departure of EDCOs Chief Executive Officer, Heather Lalonde. Heather has led the organization for over 25 years and has played a critical role in the development and success of EDCO. She helped build the membership base, developed strategic priorities, grew the annual conference, led on the development and delivery of many strategic initiatives. On a personal note, Heather's support and guidance over the past year has been invaluable and she made my time as President much easier. Heather will be greatly missed by the staff, the Board and members.



With Heather's departure the Board have appointed Stephanie Crilly as Interim Chief Executive Officer and a Board hiring committee is in the process of reviewing the CEO job description, after which we will begin a recruitment campaign to identify EDCO's next leader.

It has been a privilege and an honour to be EDCO President this year. Throughout my time on the Board, I have appreciated the opportunities to shape our profession and the association, to gain new experience, to learn and to develop close friendships. I would encourage all members to consider running for the Board or joining one of the committees. EDCO is a great opportunity to learn and grow and to give back to our profession.

Rob Nolan  
EDCO President 2022



# EDCO CODE OF ETHICS

Be it known to all persons by these present that members of the Council are dedicated to:

Conform to the highest ethical standard in all business, promotional and competitive activities while being respectful of the efforts of others in promoting Ontario as an investment location.

Avoid all actions which might give the appearance of using their position to secure a personal tangible benefit.

Uphold and maintain the dignity and prestige associated with Council membership.

Co-operate with fellow members in informal exchange of information and ideas reflecting practices, trends and policy pertaining to economic development.

Give careful thought and unprejudiced consideration to problems affecting the Provincial and Federal field of Economic Development if and when requested by the Council.

Accept personal responsibility for furthering the Council's programme when called upon.



# 2021/2022 EDCO BOARD OF DIRECTORS

## President

Rob Nolan

Director of Economic Development  
City of Brockville

## First Vice President

Sean Dyke

CEO  
St. Thomas Economic Development Corporation

## Treasurer

Belinda Wick-Graham

Director of Economic Development  
Town of Minto

## Secretary

Kate Burns Gallagher

Executive Director  
Western Ontario Wardens Caucus

## Past President

Lidy Romanuk

Manager, Economic Development and Tourism,  
Haldimand County

## Directors

Meredith Forget - Perth County

Stephanie Hopkin - Destination Northern Ontario

Jeff Loney - County of Bruce

Nour Mazloum - Kingston Economic Development

Gord Knowles - Destination Northern Ontario

## Liaison Directors

James Lynn - Ministry of Heritage, Sport,  
Tourism and Culture Industries

Rick Berthiaume - Ministry of Agriculture, Food  
and Rural Affairs

Greg Da Re - Invest in Canada

Galen Kennedy - Ministry of Economic  
Development, Job Creation and Trade

Melanie Muncaster - Northern Ontario Heritage  
Fund Corporation





**Annual General Meeting Agenda**  
**Wednesday, February 8, 2023 – 8:30 a.m.**  
**Grand Ballroom - Toronto Marriott Eaton Centre Hotel**  
**525 Bay Street, Toronto, Ontario**

1. OFFICIAL OPENING: Annual Meeting - 2022 President Robert Nolan
2. (A) MINUTES – April 6, 2022 - Motion required.  
(B) BUSINESS ARISING FROM THE MINUTES
3. COMMITTEE REPORTS PRESENTATION - President, Robert Nolan
  - 3.1 2021/2022 EDCO Financial Statements - Dave Covello, MNP - Motion Required Treasurer Belinda Wick-Graham
  - 3.2 Motion to retain Auditors - Treasurer Belinda Wick Graham
  - 3.3 EDCO Constitution and Bylaw Amendments – President Robert Nolan
  - 3.4 Introduction of 2023 Board of Directors - Past President Lidy Romanuk
  - 3.5 Motion to destroy Board election ballots - Past President Lidy Romanuk
4. NEW BUSINESS
  - 4.1 EDAC Greetings
  - 4.2 IEDC Greetings
5. 2022 PRESIDENT’S PRESENTATION
6. 2023 PRESIDENT’S COMMENTS – President Sean Dyke
7. ADJOURNMENT



**Annual General Meeting Minutes  
Wednesday, April 6, 2022 – 8:15 a.m.  
Grand Ballroom - Toronto Marriott Eaton Centre Hotel  
525 Bay Street, Toronto, Ontario**

1.OFFICIAL OPENING: Annual Meeting – 2021 President, Lidy Romanuk, E.c.D, CEcD.

President Lidy Romanuk opened the meeting at 8:15 a.m.

MOTION Moved by Nour Mazloum, seconded by Rajbir Sian to adopt the agenda.  
CARRIED.

2. (A) MINUTES – February 5, 2020 – Motion required.

MOTION Moved by Rajbir Sian, seconded by Kate Burns Gallagher to approve the minutes.

CARRIED.

(B) BUSINESS ARISING FROM THE MINUTES

No business arising from the minutes.

3.COMMITTEE REPORTS PRESENTATION – President Lidy Romanuk, E.c.D, CEcD.

- 2020/2021 EDCO Financial Statements- Dave Covello, MNP – Motion Required  
Treasurer Sean Dyke

MOTION Moved Gord Knowles, seconded by Belinda Wick-Graham to adopt the 2020/2021 EDCO Financial Statements as presented.

CARRIED.

- Motion to retain Auditors – Treasurer

MOTION Moved by Stephanie Hopkins, seconded by Rajbir Sian for MNP to be retained as EDCO’s auditors for the duration of the agreement.

CARRIED.

Introduction of 2022 Board of Directors –President Rob Nolan

Motion to destroy Board election ballots – President Rob Nolan

MOTION Moved by Stephanie Hopkin, seconded by Jeff Loney that the Board election ballots be destroyed.

CARRIED.

5. NEW BUSINESS

- EDAC Greetings

Aileen Murray brought greetings on behalf of the Economic Developers Association of Canada.

- IEDC Greetings

Nathan Ohle brought greetings on behalf of the International Economic Development Council (IEDC).

6. 2021 PRESIDENT'S PRESENTATION – Rob Nolan

Rob Nolan presented Lidy Romanuk with appreciation for her contributions and commitment to EDCO.

7. 2021 PRESIDENT'S COMMENTS

Incoming President Rob Nolan addressed the members and present 2022 President's comments.

8. ADJOURNMENT

MOTION Moved by Rajbir Sian to adjourn the meeting at 8:43 a.m.



# MEMBERSHIP COMMITTEE REPORT

Members continue to be the core of what makes EDCO a great organization. 2022 saw membership numbers continue to increase, showing the value of a membership and contributing to the continued growth of the organization. As an organization we continue to put specific effort in enhancing membership experience and attracting new members to the organization. The Membership Recruitment Strategy that was developed by Build Strong Cities continues to be implemented by the membership committee.

The purpose of the Membership Recruitment Strategy was to better understand EDCO's current membership and identify the key market segments for EDCO's ideal market. The final strategy provided background information and compares EDCO to other similar organizations both locally and nationally. The actions within the strategy provide a roadmap to help grow and enhance EDCO's membership base and provides a baseline for EDCO's value propositions, approach to work and metrics for each identified subgroup.

2022 saw focused work on these actions resulting in several new projects and processes. A lead development process was undertaken to ensure that non-members are reached out to post participation in various EDCO events, including the annual conference. Videos were filmed with members at the 2022 conference that spoke to the value of being an EDCO member, a resource that is now being used for membership recruitment. Additionally, EDCO's membership proposition and value kits were updated by staff with feedback from the committee and have been provided to potential members. I would to thank the following individuals for participating, providing time and resources, and providing great insight and direction to the subcommittee:



## 2022 COMMITTEE

- Julia Crowder, Town of Smiths Falls
- Anthony Fernando, Telus
- Mike Henry, Municipality of Thames Centre
- Wendy Stark, Windsor Essex Economic Development Corporation
- Belinda Wick Graham, Town of Minto

Committee meetings through the year continue to be fruitful. The group is excited to tackle new actions from within the strategy and continue to build value for our members. The committee continues to acknowledge the great work done by other EDCO committees and its ability to attract and enhance memberships.

Respectfully Submitted  
Jeffery Loney, Economic Development Manager  
Bruce County



# CONFERENCE COMMITTEE REPORT

2023 EDCO 66th Annual Conference & Showcase "Time for TransformatiON"

February 7-9, 2023

Marriott Downtown at CF Toronto Eaton Centre & Virtual

Over the last year, the conference committee has focused on identifying relevant topics and subject matter experts that can speak to the needs of the economic development community and its members. Topics at the 2023 conference range from rural to urban matters, indigenous economic development as well as working with our colleagues in other industries such as land development and planning. EDCO is back in person this year for the second year in a row and we have surpassed pre- covid registration numbers.

Some of the highlights of the 2023 Conference include an Opening Reception at Second City's new location in Toronto, the FeastON networking event, an exhibit hall featuring many EDCO partners, service providers and supporters, and inspiring and entertaining keynotes from Hamza Khan (Future of Work Expert and Best-Selling Author of "The Burnout Gamble" and "Leadership Reinvented") and Kate Davis (Keynote Speaker, Stand Up Comedian, Host, Moderator, Panelist & Interviewer and Author of "Second Best Mom"). The event will wrap up with the President's Dinner & Awards of Excellence - a celebration of some of the greatest successes in our profession over the last year.

The Committee thanks all of our generous sponsors and trade show participants. Without this continued support, the Conference would not be the annual success that it always is and our membership would be far less informed of all of the incredible new services available to our profession.



## 2022 COMMITTEE

- Hannah Conroy, County of Simcoe
- Lina DeChellis, City of Welland
- Vito Grammatico, City of Windsor
- James Lynn, Ministry of Tourism, Culture & Sport
- Christine Hansen, Ministry of Northern Development
- Galen Kennedy, Ministry of Economic Development, Job Creation & Trade
- Nour Mazloum, Kingston Economic Development
- Stephen Morris, Ministry of Agriculture, Food & Rural Affairs
- Cephas Panschow, Town of Tillsonburg
- Danielle Sharman, Ontario Federation of Agriculture
- Laura Thompson, Town of Innisfil

Respectfully Submitted

Sean Dyke, Committee Co-Chair  
St. Thomas Economic Development Corporation

Rajbir Sian, Committee Co-Chair  
Vaughan





# PROFESSIONAL DEVELOPMENT COMMITTEE REPORT

## MENTORSHIP

Eleven matches were made through the Mentorship Program and feedback from both mentors and mentees has been great. Applications for the 2023 mentorship program launched in November 2022.

## SCHOLARSHIP

The EDCO scholarship program funds \$4,000 towards professional development annually. In 2022, the Committee added a new category: \$1,000 for an organization to receive Diversity, Equity and Inclusion training. The other three categories include:

- \$1,000 to a Northern Ontario member
- \$1,000 to a Southern Ontario member
- \$1,000 to an Emerging Professional

## FALL REGIONAL NETWORKING EVENTS

Four successful regional events were held in the fall of 2022. Sessions were held in Whitby, London, Gananoque and Thunder Bay and included a variety of hot topics (workforce, housing, FDI, childcare, future trends in economic development and economic development strategies, and networking opportunities.

Special thanks to the four host communities including the Town of Whitby, London Economic Development Corporation, Town of Gananoque, and Thunder Bay Community Economic Development Commission and Stephanie Crilly for their work in delivering excellent content and networking opportunities for our members.





## 2022 COMMITTEE

- Alia Abbas, City of Toronto
- Kevin McPhillips, McSweeney
- Matt Reaume, Chatham-Kent
- Janet Song
- Damian Szybalski, Halton Hills
- Laura Thompson, Town of Innisfil
- Daniel Van Kampen, Town of Cobourg
- Brandon Webb, Brant County

Respectfully Submitted

Belinda Wick-Graham, Committee Co-Chair  
Town of Minto

Kate Burns Gallagher, Committee Co-Chair  
Western Ontario Wardens Caucus



# EMERGING PROFESSIONALS COMMITTEE REPORT

The Emerging Young Professionals Committee continued to work hard throughout 2022 to develop creative and meaningful ways to engage with young professionals and students in the economic development industry. The committee planned three networking events geographically located in the GTA, Southwestern Ontario and Northern Ontario. The networking events encouraged conversations centred around topics such as tourism, attracting new investment, small business and overall business retention throughout COVID-19.

The EYP Committee provides opportunities for young professionals to network with other economic development professionals and it allows the EDCO network to have a broader demographic reach.

## 2022 COMMITTEE

- Alia Abbas, City of Toronto
- Amy Arbuckle, University of Waterloo
- Hannah Conroy, County of Simcoe
- Joanne Ho, Ministry of Tourism, Culture and Sport
- Ferene Navarra

Respectfully Submitted  
Rajbir Sian, Committee Chair  
Vaughan



# DIVERSITY, EQUITY & INCLUSION COMMITTEE REPORT

The purpose of EDCO's Diversity, Equity and Inclusion (DEI) Committee is to support EDCO's vision, priorities and objectives by providing a diversity, equity and inclusion lens to all actions, strategies, and efforts. The committee supports EDCO by identifying and maintaining effective communication and working relationships with stakeholders for the purpose of promoting DEI. This is the first report of EDCO's DEI Committee and over the past year, the committee was focused on developing the Terms of Reference and objectives to actively foster greater inclusion of under-represented groups within EDCO.

In 2021, the committee and the Board passed EDCO's first DEI Statement. This is a huge step in supporting efforts to advance inclusion within the economic development profession and the communities we serve.

For the coming years, the DEI Committee will lead all efforts pertaining to diversity, equity, and inclusion at EDCO by providing leadership in advocating and advancing diversity initiatives and inclusive excellence throughout the profession and the communities we serve and continue to serve as a resource to economic developers seeking to embed and layer diversity, equity, and inclusion activities and initiatives into their organizations and communities.

## 2022 COMMITTEE

- Keith Crigger, City of Greater Sudbury
- Karen Fischer, Ministry of Agriculture, Food & Rural Affairs
- Tammy Hwang, City of Hamilton
- Ferene Navarra
- Glen Loo
- Carol Maitland, Town of Shelburne
- Rajbir Sian, Vaughan
- Chantal Ramsay, Global BMT

Respectfully Submitted  
Nour Mazloum, Committee Chair  
Kingston Economic Development



# AWARDS OF EXCELLENCE COMMITTEE REPORT

The Awards Committee is responsible for the guidance of the awards nomination and judging process of the EDCO's Awards of Excellence each year. This year's committee was comprised of board members, EDCO members and staff. The Awards Committee met six times throughout the year including the adjudication day on November 16th, 2022. Winners were chosen in every category with award presentations scheduled during the EDCO Annual Conference in February of 2023. This year's adjudication day was the second virtual event and it is the committee's intention to continue this method as it has significant cost savings to the organization.

## 2022 COMMITTEE

- Heather Hall, University of Waterloo
- Glen Loo
- Stephanie Schlichter, City of Barrie
- Amanda St. John, Town of Oakville
- Kitty Yung, Vaughan

## 2022 JUDGES

- George Borovilos, Township of Centre Wellington & EDCO Past President
- Robert Brindley, EDCO Past President
- Dan Friyia, Sault Ste. Marie Community Development Corporation
- Peter Gingrich, GHD Digital
- Heather Hall, University of Waterloo
- Dan Hollingsworth, N1 Strategy Inc.
- Carol Maitland, Town of Shelburne & EDCO Diversity, Equity & Inclusion Committee
- Brian O'Connor, Reed Jones Limited
- Nancy Rutherford, Ontario Ministry of Agriculture, Food and Rural Affairs
- Nader Shureih, Environics Analytics
- Dorothy St. George
- Tara Vinodrai, University of Toronto

Respectfully Submitted

Stephanie Hopkin, Committee Chair  
Destination Northern Ontario



# STAKEHOLDER RELATIONS COMMITTEE REPORT

## COMMITTEE OVERVIEW

The Stakeholder Relations Committee builds awareness and engages with elected officials and key ministry staff. The committee will develop a strategy to increase organization awareness and the importance of economic development for all levels of government. The committee will execute sustainable and relevant programming and identify key events that provide an opportunity to engage with elected officials and ministry staff.

## 2022 QUEEN'S PARK EVENT

After a 2.5-year hiatus, the Stakeholder Relations Committee hosted the 3rd Annual Queen's Park event on November 30, 2022. The fully subscribed event showcased 25 community partners and over 35 MPPs and Queen's Park staff. Plans for another Queen's Park event will continue shifting to the spring of 2023.





## 2023 CED 101 EVENT

The Stakeholder Relations Committee has been working with the Ministry of Agriculture Food and Rural Affairs (OMAFRA) and supporting the roll out of the Community Economic Development 101 (CED101) training. The Stakeholder Relations Committee and OMAFRA are hosting CED 101 during EDCO's annual conference.



## COMMITTEE MEMBERS

I would like to thank the following individuals for their continued commitment to the Stakeholder Relations Committee:

- Kelly Brintnell, Ontario Tourism Education Corporation
- Ian Brown, City of Toronto
- Kim Earls, South Central Ontario Region Economic Development Corporation (SCOR)
- Rob Hunter, Municipality of South Dundas
- Paul Pirri, Town of Whitby
- Chris Rickett, City of Markham
- Ronda Stewart, Rural Oxford Economic Development
- Vito Grammatico, City of Windsor

Respectfully Submitted  
Meredith Forget, Committee Chair  
Perth County



# BRIGHT IDEAS COMPETITION COMMITTEE REPORT

In 2022, the Bright Ideas competition entered its fourth edition. The competition launched at the 65th EDCO Conference in April, 2022. After the announcement of the 4th edition of the competition we initially had 17 participants register for the competition, however, 5 of those participants dropped out before the start of the competition. As a result, we started the competition with 4 different teams and 12 competitors. We had an additional participant withdraw from the competition due to finding a new place of employment, unrelated to economic development, and as a result that team chose to withdraw. Those remaining team members were given the option to join one of the remaining teams, and one of them was interested and placed with a new team. In total, our final participant count for this year's competition was 10. In May, 2022, the competition held its official kick-off meeting. We held two check-ins with teams during the competition. In total, the committee received 3 strong reports and video teasers from the remaining competing teams, and we are looking forward to hosting a fulsome competition at EDCO's 66th Conference in February, 2022.

This year the Bright Ideas Competition took a different approach to encourage additional, on-going engagement and participation for competitors. We allowed teams to identify and select the relevant topic of their choice. We provided additional support through team check-ins and mentorship to ensure they were on-track and we were providing guidance on how best to develop their Bright Idea. The Committee was pleased with the way this worked, and plan to allow participants to work together to choose topics again in the coming year. Topics that were selected include affordable/attainable housing, EV chargers, and autonomous delivery vehicles.

As we continuously aim at questions that are impactful and unanswered in our field, the Bright Ideas Committee is exploring new ways to enhance the competition and get further engagement, including a weekend retreat format and sponsorship opportunities.



As Co-chairs, we would like to thank all the time and commitment that the Committee has put into the competition. It goes without saying that without these individuals that this competition would have never gotten off the floor and gained the momentum that it has over the past years. To Stephanie, Heather, and the EDCO Board, thank you for the continued belief in the mission of the competition. The leadership that has been provided and shared with the Committee confirms that the resources that emerge from this initiative are warranted, that they indeed provide support to our economic development peers and help our new and existing members develop their knowledge and explore new initiatives. To the members of the Committee, as you all know, running a competition is not a one person show, it takes a crew of talented individuals who help ensure the success of that competition. I am sure that you will all agree that your collective efforts have yielded a great outcome to the competition. This was only possible through your commitment of time and effort, which is especially notable given your normal responsibilities. Again, thank you for your continued commitment to the values and mission of the Bright Ideas Competition. I look forward to working with you again in the next edition.

## COMMITTEE MEMBERS

- Alia Abbas, City of Toronto
- Zach Gable, Brant County
- Jeff Loney, Bruce County
- April Marshall, Town of Hanover
- Tyson McMann, City of Hamilton
- Chris Rickett, City of Markham
- Brayden Siersma, Town of Whitby

Sincerely

Catherine Oosterbaan , Committee Co-Chair

Jason Dias, Committee Co-Chair



**Economic Developers Council of Ontario**  
**Financial Statements**  
*September 30, 2022*

# Economic Developers Council of Ontario

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For the year ended September 30, 2022

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## Management's Responsibility

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To the Board of Directors of Economic Developers Council of Ontario:

Management is responsible for the preparation and presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian accounting standards for not-for-profit organizations. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of financial statements.

The Board of Directors is composed entirely of Directors who are neither management nor employees of the Organization. The Board is responsible for overseeing management in the performance of its financial reporting responsibilities, and for approving the financial information included in the annual report. The Board fulfils these responsibilities by reviewing the financial information prepared by management and discussing relevant matters with management and external auditors. The Board is also responsible for recommending the appointment of the Organization's external auditors.

MNP LLP is appointed by the directors to audit the financial statements and report directly to them; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both the Board and management to discuss their audit findings.

January 11, 2023



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Interim Chief Executive Officer

To the Board of Directors of Economic Developers Council of Ontario:

## Opinion

We have audited the financial statements of Economic Developers Council of Ontario (the "Organization"), which comprise the statement of financial position as at September 30, 2022, and the statements of operations and changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at September 30, 2022, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

## Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

## Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Thunder Bay, Ontario

January 11, 2023

*MNP LLP*

Chartered Professional Accountants

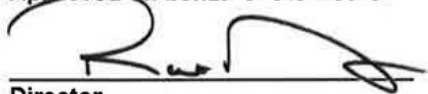
Licensed Public Accountants

## Economic Developers Council of Ontario Statement of Financial Position

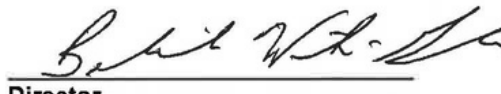
*As at September 30, 2022*

	<b>2022</b>	<b>2021</b>
<b>Assets</b>		
<b>Current</b>		
Cash (Note 3)	2,466,179	865,669
Short-term investments (Note 4)	388,000	-
Accounts receivable (Note 5)	140,600	50,498
Prepaid expenses and deposits	38,415	22,431
	<b>3,033,194</b>	<b>938,598</b>
<b>Capital assets (Note 7)</b>	<b>1,459</b>	<b>1,824</b>
	<b>3,034,653</b>	<b>940,422</b>
<b>Liabilities</b>		
<b>Current</b>		
Accounts payable and accruals	374,149	59,957
Government remittances payable	4,086	10,437
Deferred contributions (Note 8)	2,077,873	411,549
Deferred membership dues and deposits	32,816	31,448
Repayable to funder	87,000	-
	<b>2,575,924</b>	<b>513,391</b>
<b>Contingencies (Note 9)</b>		
<b>Net Assets</b>		
Unrestricted	457,270	425,207
Invested in capital assets	1,459	1,824
	<b>458,729</b>	<b>427,031</b>
	<b>3,034,653</b>	<b>940,422</b>

Approved on behalf of the Board



Director



Director

The accompanying notes are an integral part of these financial statements

## Economic Developers Council of Ontario Statement of Operations and Changes in Net Assets

*For the year ended September 30, 2022*

	Unrestricted	Invested in Capital Assets	Restricted	2022	2021
Membership dues	122,317	-	-	122,317	115,531
Meetings and sponsorships	358,494	-	-	358,494	119,365
Website	23,700	-	-	23,700	17,150
Interest	3,757	-	1	3,758	1,776
Federal Economic Development Agency	27,000	-	6,563,413	6,590,413	85,076
Ontario Ministry of Agriculture, Food and Rural Affairs	-	-	-	-	42,973
City of Toronto - My Main Street	-	-	120,000	120,000	-
Funder recoveries	-	-	(87,000)	(87,000)	-
	<b>535,268</b>	<b>-</b>	<b>6,596,414</b>	<b>7,131,682</b>	<b>381,871</b>
<b>Expenses</b>					
Advertising	-	-	699,408	699,408	138
Amortization	-	365	-	365	456
Bank charges and interest	3,744	-	1,286	5,030	3,804
Computer	-	-	179,412	179,412	1,370
Consulting	-	-	76,084	76,084	29,455
Contributions	-	-	4,575,000	4,575,000	-
Insurance	5,181	-	-	5,181	4,549
Meetings and conferences	276,607	-	273,362	549,969	112,037
Membership fees	25	-	-	25	-
Office supplies	9,429	-	320	9,749	5,935
Postage	600	-	-	600	165
Professional fees	21,640	-	65,802	87,442	25,957
Salaries and benefits	84,470	-	800,755	885,225	195,942
Translation	-	-	7,158	7,158	-
Travel	6,323	-	4,827	11,150	1,889
Website	8,186	-	-	8,186	7,129
	<b>416,205</b>	<b>365</b>	<b>6,683,414</b>	<b>7,099,984</b>	<b>388,826</b>
<b>Excess (deficiency) of revenue over expenses before other items</b>	<b>119,063</b>	<b>(365)</b>	<b>(87,000)</b>	<b>31,698</b>	<b>(6,955)</b>
<b>Other items</b>					
Government assistance <i>(Note 6)</i>	-	-	-	-	51,764
<b>Excess (deficiency) of revenue over expenses</b>	<b>119,063</b>	<b>(365)</b>	<b>(87,000)</b>	<b>31,698</b>	<b>44,809</b>
<b>Net assets, beginning of year</b>	<b>425,207</b>	<b>1,824</b>	<b>-</b>	<b>427,031</b>	<b>382,222</b>
<b>Interfund transfer <i>(Note 11)</i></b>	<b>(87,000)</b>	<b>-</b>	<b>87,000</b>	<b>-</b>	<b>-</b>
<b>Net assets, end of year</b>	<b>457,270</b>	<b>1,459</b>	<b>-</b>	<b>458,729</b>	<b>427,031</b>

The accompanying notes are an integral part of these financial statements

# Economic Developers Council of Ontario

## Statement of Cash Flows

For the year ended September 30, 2022

	2022	2021
<b>Cash provided by (used for) the following activities</b>		
<b>Operating</b>		
Excess of revenue over expenses	31,698	44,809
Amortization	365	456
	<b>32,063</b>	<b>45,265</b>
Changes in working capital accounts		
Accounts receivable	(90,102)	(43,572)
Prepaid expenses and deposits	(15,984)	(4,414)
Accounts payable and accruals	314,191	51,092
Government remittances payable	(6,351)	10,437
Deferred contributions	1,666,324	386,750
Deferred membership dues and deposits	1,369	3,143
Repayable to funder	87,000	-
	<b>1,988,510</b>	<b>448,701</b>
<b>Investing</b>		
Purchase of short-term investments	(388,000)	-
Proceeds on disposal of short-term investments	-	316,420
	<b>(388,000)</b>	<b>316,420</b>
<b>Increase in cash resources</b>	<b>1,600,510</b>	<b>765,121</b>
<b>Cash resources, beginning of year</b>	<b>865,669</b>	<b>100,548</b>
<b>Cash resources, end of year</b>	<b>2,466,179</b>	<b>865,669</b>

The accompanying notes are an integral part of these financial statements



# Economic Developers Council of Ontario

## Notes to the Financial Statements

For the year ended September 30, 2022

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### 1. Incorporation and nature of the organization

Economic Developers Council of Ontario (the "Organization") is a not-for-profit organization incorporated without share capital under the laws of Ontario. The Organization's purpose is to provide an interchange of ideas on the principles, practices and ethics relating to economic development in Ontario.

The Organization is registered as a not-for-profit organization and thus is exempt from income taxes under Section 149 of the Income Tax Act ("the Act").

#### ***Impact on operations of COVID-19***

In early March 2020 the impact of the global outbreak of COVID-19 began to have a significant impact on businesses through the restrictions put in place by the Canadian, provincial and municipal governments regarding travel, business operations and isolation/quarantine orders.

The Organization's operations were impacted by COVID-19 as the Organization was unable to hold conferences and events. As a result, the Organization's revenue and operations decreased.

The impact of COVID-19 has been partially offset by available Government programs for which the Organization was eligible. The Organization has received wage subsidies from March 2020 to the date of completion of these financial statements. Further details of this program are described in Note 6 Canada Emergency Wage Subsidy ("CEWS"). Eligibility requirements under these programs have evolved since first announced and can be subject to changes in legislation or administrative positions, further, there is significant uncertainty of the period of time into the future that the Government will continue these programs.

At this time, it is unknown the extent of the impact the COVID-19 outbreak may have on the Organization as this will depend on future developments that are highly uncertain and that cannot be predicted with confidence. These uncertainties arise from the inability to predict the ultimate geographic spread of the disease, and the duration of the outbreak, including the duration of travel restrictions, business closures or disruptions, and quarantine/isolation measures that are currently, or may be put, in place by Canada and other countries to fight the virus. While the extent of the impact is unknown, we anticipate this outbreak may cause supply chain disruptions, additional safety measures to be implemented and restrictions on gatherings and travel, all of which may negatively impact the Organization's business and financial condition.

### 2. Significant accounting policies

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations using the following significant accounting policies:

#### ***Fund accounting***

The Organization reports using fund accounting and maintains the following funds: Unrestricted Fund, Restricted Fund and Invested in Capital Fund.

The Unrestricted Fund reports the Organization's revenue and expenses related to general operations and administration.

The Restricted Fund reports the Organization's revenue and expenses related to the "My Main Street" project as funded by the Federal Economic Development Agency.

The Invested in Capital Fund reports the Organization's revenue and expenses related to capital assets.

2. **Significant accounting policies** *(Continued from previous page)*

**Revenue recognition**

The Organization follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Membership dues are recognized as revenue proportionately over the year to which they relate. Prepaid memberships result in deferred revenue.

Meetings and sponsorships, directory and website are recognized as revenue when they are received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Interest income is recognized as revenue when earned.

**Contributed materials and services**

The Organization does not recognize the receipt of contributed materials and services.

**Cash and cash equivalents**

Cash and cash equivalents include balances with banks and redeemable short-term investments with maturities of three months or less. Cash subject to restrictions that prevent its use for current purposes is included in restricted cash.

**Portfolio investments**

Portfolio investments with prices quoted in an active market are measured at fair value while those that are not quoted in an active market are measured at cost less impairment.

**Long-lived assets**

Long-lived assets consist of capital assets. Long-lived assets held for use are measured and amortized as described in the applicable accounting policies.

When the Organization determines that a long-lived asset no longer has any long-term service potential to the Organization, the excess of its net carrying amount over any residual value is recognized as an expense in the statement of operations and changes in net assets. Write-downs are not reversed.

**Capital assets**

Purchased capital assets are recorded at cost. Contributed capital assets are recorded at fair value at the date of contribution if fair value can be reasonably determined.

Amortization is provided using the declining balance method at rates intended to amortize the cost of assets over their estimated useful lives.

	<b>Method</b>	<b>Rate</b>
Computer equipment	declining balance	20 %

2. **Significant accounting policies** *(Continued from previous page)*

**Measurement uncertainty (use of estimates)**

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the reporting period.

Accounts receivable are stated after evaluation as to their collectability and an appropriate allowance for doubtful accounts is provided where considered necessary.

Amortization is based on the estimated useful lives of capital assets.

Accounts payable and accruals are estimated based on historical charges for unbilled goods and services.

Deferred revenue is based on management's review of revenue received, but unspent at year-end.

These estimates and assumptions are reviewed periodically and, as adjustments become necessary they are reported in excess (deficiency) of revenue over expenses in the periods in which they become known.

**Financial instruments**

The Organization recognizes financial instruments when the Organization becomes party to the contractual provisions of the financial instrument.

**Arm's length financial instruments**

Financial instruments originated/acquired or issued/assumed in an arm's length transaction ("arm's length financial instruments") are initially recorded at their fair value.

At initial recognition, the Organization may irrevocably elect to subsequently measure any arm's length financial instrument at fair value. The Organization has not made such an election during the year.

The Organization subsequently measures investments in equity instruments quoted in an active market and all derivative instruments, except those designated in a qualifying hedging relationship or that are linked to, and must be settled by delivery of, unquoted equity instruments of another entity, at fair value. Fair value is determined by published price quotations. Investments in equity instruments not quoted in an active market and derivatives that are linked to, and must be settled by delivery of, unquoted equity instruments of another entity, are subsequently measured at cost less impairment. With the exception of financial liabilities indexed to a measure of the Organization's performance or value of its equity and those instruments designated at fair value, all other financial assets and liabilities are subsequently measured at amortized cost.

Transaction costs and financing fees directly attributable to the origination, acquisition, issuance or assumption of financial instruments subsequently measured at fair value are immediately recognized in excess (deficiency) of revenue over expenses. Conversely, transaction costs and financing fees are added to the carrying amount for those financial instruments subsequently measured at cost or amortized cost.

**Financial asset impairment**

The Organization assesses impairment of all its financial assets measured at cost or amortized cost. The Organization groups assets for impairment testing when there are numerous assets affected by the same factors. Management considers whether the issuer is having significant financial difficulty in determining whether objective evidence of impairment exists. When there is an indication of impairment, the Organization determines whether it has resulted in a significant adverse change in the expected timing or amount of future cash flows during the year.

With the exception of related party debt instruments and related party equity instruments initially measured at cost, the Organization reduces the carrying amount of any impaired financial assets to the highest of: the present value of cash flows expected to be generated by holding the assets; the amount that could be realized by selling the assets at the statement of financial position date; and the amount expected to be realized by exercising any rights to collateral held against those assets.

**Economic Developers Council of Ontario**  
**Notes to the Financial Statements**  
*For the year ended September 30, 2022*

**2. Significant accounting policies** *(Continued from previous page)*

For related party debt instruments initially measured at cost, the Organization reduces the carrying amount of the asset (or group of assets), to the highest of: the undiscounted cash flows expected to be generated by holding the asset, or group of similar assets, excluding the interest and dividend payments of the instrument; the present value of cash flows expected to be generated by holding the assets; the amount that could be realized by selling the assets at the statement of financial position date; and the amount expected to be realized by exercising any rights to collateral held against those assets.

For related party equity instruments initially measured at cost, the Organization reduces the carrying amount of the asset (or group of assets), to the amount that could be realized by selling the asset(s) at the statement of financial position date.

Any impairment, which is not considered temporary, is included in current year excess (deficiency) of revenue over expenses.

The Organization reverses impairment losses on financial assets when there is a decrease in impairment and the decrease can be objectively related to an event occurring after the impairment loss was recognized. The amount of the reversal is recognized in excess (deficiency) of revenue over expenses in the year the reversal occurs.

**3. Cash**

	2022	2021
General operating account	163,317	93,798
General savings account	58,525	300,042
My Main Street account	2,244,337	471,829
	2,466,179	865,669

**4. Short-term investments**

	2022	2021
Royal Bank of Canada - redeemable guaranteed investment certificate, bearing interest at 2.25%, maturing July 29, 2023.	88,000	-
Royal Bank of Canada - non-redeemable guaranteed investment certificate, bearing interest at 3.50%, maturing January 25, 2023.	100,000	-
Royal Bank of Canada - non-redeemable guaranteed investment certificate, bearing interest at 4.00%, maturing July 29, 2023.	100,000	-
Royal Bank of Canada - non-redeemable guaranteed investment certificate, bearing interest at 3.25%, maturing October 27, 2022.	100,000	-
	388,000	-

**5. Accounts receivable**

	2022	2021
Trade receivables	8,430	4,238
Interest receivable	2,256	58
Recoverable HST	129,914	3,229
Ontario Ministry of Agriculture, Food and Rural Affairs	-	42,973
	140,600	50,498

**Economic Developers Council of Ontario**  
**Notes to the Financial Statements**  
*For the year ended September 30, 2022*

**6. Canada Emergency Wage Subsidy ("CEWS")**

In response to the negative economic impact of COVID-19, the Government of Canada announced the CEWS program in April 2020. CEWS provides a wage subsidy on eligible remuneration, subject to limits per employee, to eligible employers based on certain criteria, including demonstration of revenue declines as a result of COVID-19. This subsidy is retroactive to March 15, 2020. The qualification and application of the CEWS is being assessed over multiple four-week application period segments.

The Organization has determined that it qualifies for this subsidy and has applied for \$Nil (2021 - \$51,764) in assistance related to fiscal 2022, of which \$Nil (2021 - \$Nil) was receivable at year-end. This subsidy has been recorded as other income.

Any subsidies received that are subsequently determined to not meet the eligibility criteria are subject to repayment with interest and possibly penalties in certain cases. Management believes the Organization has met the eligibility criteria for these subsidies and that they have been calculated correctly. As such, no contingent liability for repayment has been recorded in relation to these subsidies.

**7. Capital assets**

	<i>Accumulated</i>	<i>2022</i>	<i>2021</i>
	<i>Cost</i>	<i>Net book</i>	<i>Net book</i>
	<i>amortization</i>	<i>value</i>	<i>value</i>
Computer equipment	6,306	4,847	1,824

**8. Deferred contributions**

Deferred contributions consist of contributions received in the current year to be spent on specific expenditures in a subsequent year. Recognition of these amounts as revenue is deferred to periods when the specified expenditures are made. Changes in the deferred contribution balance are as follows:

	<i>2022</i>	<i>2021</i>
Balance, beginning of year	411,549	24,799
Amount received during the year	8,350,448	471,826
Less: amount recognized as revenue during the year	(6,684,124)	(85,076)
<b>Balance, end of year</b>	<b>2,077,873</b>	<b>411,549</b>

**9. Contingencies**

The Organization is contingently liable to its funding agencies for any expenditures that it may have made in contravention of the contract agreements with these agencies and any surpluses may be subject to recovery, depending on the terms and conditions of the relevant contract agreements. The amount of any future recovery, if any, is unknown at this time and will be recorded in the period that such a recovery is measurable.

**10. Financial instruments**

The Organization, as part of its operations, carries a number of financial instruments. It is management's opinion that the Organization is not exposed to significant interest, currency, credit, liquidity or other price risks arising from these financial instruments except as otherwise disclosed.

**11. Interfund transfer**

During the year, the Organization transferred \$87,000 from the Unrestricted Fund to the Organization's Restricted Fund for the purpose of offsetting the deficit in the Restricted Fund.

# EDCO PAST PRESIDENT'S ANNUAL REPORT

To my fellow Board Members, Past President, Colleagues and Friends

It has been my honour and pleasure to serve the EDCO membership for the past seven years. Looking back, I have enjoyed every minute of my time on the Board, have met many new colleagues around the Province and I am so very proud of the work that has been accomplished by EDCO during this time. Participating on the EDCO board is an amazing experience, one that I highly recommend to any EDCO member and one I will look back on fondly for many years to come.

I am thankful to my employer, Haldimand County for supporting me and recognizing the benefits in allowing me to participate in our provincial organization. I would also like to acknowledge all the former Presidents that have preceded me with a special mention to Christina Kakaflikas, Alison Newton, Delia Reiche and Gord Knowles. Thank you to each of you for your guidance and your leadership during your time on the board. I am also thankful for all the EDCO Board members, Provincial and Federal liaisons, Partners and Stakeholders that I have had the pleasure of meeting and working with during my tenure. EDCO is so very fortunate to have such engaged members that sit on the numerous committees to ensure EDCO remains relevant and of value to our members.

I would like to take this opportunity to acknowledge EDCO's tremendous staff including Heather Lalonde, Stephanie Crilly and Johanne Gauthier. I would also like to say a special thank you to Heather Lalonde for her incredible contribution to EDCO as our CEO for the past 25 years and wish her all the best as she embarks on a new journey. EDCO has grown significantly and has prospered under Heather's leadership.

It has been my pleasure to serve the EDCO membership over the past seven years. I look forward to what the future holds for EDCO.

Thank you,





## EDCO PAST PRESIDENT'S

2021	EDCO Lidy Romanuk	Haldimand County
2020	EDCO Gord Knowles	Destination Northern Ontario
2019	EDCO Delia Reiche, Ec.D (F)	County of Brant
2018	EDCO Alison Newton, MBA, Ec.D.,CEcD	County of Brant
2017	EDCO Christina Kakaflikas	City of Markham
2016	EDCO John Regan, Ec.D. (F), CEcD	Merrickville-Wolford
2015	EDCO Robert Lamb, Ec.D,CEcD	Township of Tay
2014	EDCO Paul Finley	West Nipissing
2013	EDCO Jennifer Patterson, Ec.D., CEcD	City of Hamilton
2012	EDCO Robert Brindley, Ec.D.	Township of Springwater
2011	EDCO Kathy Weiss	Region of Durham
2010	EDCO Lauren Millier	Millier Dickinson Blais
2009	EDCO Aileen Murray, Ec.D. F	Municipality of Chatham-Kent
2008	EDCO Geoff Gillon, Ec.D.(F)	Rainy River FDC
2007	EDCO Patti Watson	Fleming College
2005/06	EDCO George Borovilos, Ec.D (F)	Northumberland County
2004	EDCO Norm Schleeahn, Ec.D.	City of Hamilton
2003	EDCO Robert Smith	Richmond Hill
2002	EDCO Stephen Chait, Ec.D.	City of Markham
2001	EDCO Alex McLeod, Ec.D.	City of Peterborough
2000	EDCO Patrick Olive, Ec.D. (F)	Region of Durham
1999	EDCO Bruce Graham	City of Toronto
1998	EDCO D. Bruce Strapp	Sault Ste. Marie
1997	EDCO Greg Borduas, Ec.D.	Bell Canada
1996	EDCO David Cash, Ec.D.	Kingston Area
1995	EDCO Reninold Kosciuw	Owen Sound
1994	EDCO Paul Plant	City of Woodstock
1993	EDCO Frankie Liberty, Ec.D. (F)	Diamond Triangle
1992	EDCO David Amos, Ec.D.	City of Brantford



# EDCO PAST PRESIDENT'S

1991	EDCO Patrick, Olive, Ec.D. (F)	Region of Durham
1990	OIDC Edward A. Hunt, Ec.D.	Ingersoll
1989	OIDC Michael Duffy (deceased)	Halton Region
1988	OIDC Gordon Johnston	City of Mississauga
1987	OIDC James S. Appleyard	City of Toronto
1986	OIDC Matthew Fischer	Niagara Region
1985	OIDC James C. Mephram	City of Toronto
1984	OIDC Douglas J. Heron, Ec.D.	London
1983	OIDC D.B. (Bruce) Murray, Ec.D.	Guelph
1981/82	OIDC Kenneth W. Burke	St. Catharines
1979/80	OIDC James G. Marshall	City of Toronto
1977/78	OIDC Thomas J. Flood, Ec.D.	City of Toronto
1975/76	OIDC Robert G. Mullen	City of Toronto
1973/74	OIDC James R. Moore	Windsor
1972	OIDC Cec Pare, Ec.D. (deceased)	Kingston
1970/71	OIDC G.C.(Cliff) Walters	City of Toronto
1969	OIDC R.P. (Ron) Williamson	City of Peterborough
1967/68	OIDC A.L. (Bert) Paterson	Welland
1966	OIDC Joseph a. Montgomery, Ec.D. (F)	Niagara Falls
1965	OIDC Ronald J. Cooksley	Oakville
1964	OIDC W. (Bill) Anderson	Cornwall
1963	OIDC C.A. Hudson	Sudbury
1962	OIDC J. Gordon Blair	Burlington
1961	OIDC Stephen Jones	Kitchener
1960	OIDC C.B. (Cutty) Cutten	Guelph
1959	OIDC Murray Elder	Windsor
1958	OIDC Thomas J. Flood	Stratford
1957	OIDC Victor McKenty	Kitchener
1957	OIDC William Gray (First HLM)	Chatham





# EDCO HONOURARY LIFE MEMBERS

- John B. Blanchard
- Terrance Brady
- Ken Burke
- J.R. Delaney
- Douglas J. Heron, B.Sc., Ec.D.
- Harry L. Learn
- James C. Mephram
- R. H. Pryde
- Gladys Schmidt, Ec.D.
- Robert J. Wootton