



Archives of Ontario Private Acquisitions Strategy

Analysis Report of the **Business and Industry Sector** in Ontario

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1. Purpose

The purpose of this report is to carry forward key recommendations from the Archives of Ontario Private Acquisitions Strategy by conducting examinations of Ontario's major sectors. This report highlights sub-sectors or areas within the private business and industry sector which are likely to generate records of provincial significance.

The goal of promoting Ontario's economic growth is currently the responsibility of the Ministry of Economic Development, Employment and Infrastructure, and has been the responsibility of at least eleven departments of trade dating back to the Department of Planning and Development, 1944-1961. Ontario's commitment to fostering economic growth has been unwavering and was re-affirmed by Premier Kathleen Wynne in her mandate letter of September 24, 2014 to the Honourable Brad Duguid, Minister of Economic Development, Employment and Infrastructure in which she outlines it as one of the key priorities of her government.

The identification and appraisal of activities within the business and industry sector will drive and support private records acquisition policy for business and industry sector records in the *Archives of Ontario Private Acquisitions Strategy*.

2. Overview of the Business and Industry Sector in Ontario

Ontario lies in the core of the North American Free Trade area, an area which includes more than 460 million people and generates a combined gross domestic product (GDP) of more than 18 trillion Canadian dollars. In 2011, more than 1.4 billion Canadian dollars in goods crossed the Canada-U.S. border each day and Ontario-US trade accounted for approximately 716 million Canadian dollars of that amount.¹

Ontario's economy is driven by a combination of resources, manufacturing expertise, exports and a drive for innovation. Ontario generates 37% of the national GDP and is home to almost 50% of all employees in high tech, financial services and other knowledge-intensive industries.²

Ontario's labour market has changed significantly since 2000. Whereas Ontario's economy was traditionally based on manufacturing, by 2013, the manufacturing sector represented only 11% of the jobs in the labour market, down from 18%

¹ Government of Ontario, "About-Ontario" (from <https://www.ontario.ca/government/about-ontario>)

² "About-Ontario."

from 2000. Events such as the global financial crisis and the ensuing recession of 2008-2009 hit Ontario's manufacturing sector particularly hard.³

Although the overall number of manufacturing jobs lost has been pretty evenly distributed across the province, job creation itself has been uneven. For example, the local labour markets in Windsor-Sarnia and Northwestern Ontario have shrunk by 2.3% and 13%, respectively, while Kitchener-Waterloo, Barrie, Ottawa and Toronto have seen the labour market grow by at least 20% over 2000 levels. Overall, Southwestern Ontario has seen the growth in jobs stagnate; London and Hamilton-Niagara has experienced a net loss in jobs since 2008.⁴

2011 and 2013 witnessed a stream of plant closures and job cuts in the manufacturing sector in Southwestern Ontario. In 2013 alone, the following plants either closed or their planned closure was announced: H.J. Heinz Co (Leamington), Caterpillar's electro-motive diesel plant (London), Bick's Pickles (Dunnville), U.S. Steel (Hamilton), Hershey's (Smith's Falls), A.O. Smith water heater plant (Fergus),⁵ CCL Industries (Penetanguishene), Kellogg Co. (London) and Novartis AG's Ciba Vision plant (Mississauga)⁶. Contrast this with the investment and subsequent growth in the technology sector in areas such as Kitchener-Waterloo, and one begins to see evidence of the changing nature of Ontario's economic landscape.⁷

Premier Wynne's mandate letter recognizes this new reality for Ontario's economy in which she identifies the following key-growth sectors for Ontario: advanced manufacturing, automotive manufacturing, agri-food, clean technology, financial services, information and communications technology, natural resources, tourism, media and culture.⁸

In addition, the mandate letter advocates for co-operation between the Ministry of Economic Development, Employment and Infrastructure and partner ministries, industry, postsecondary institutions and the not-for-profit sector in developing strategies within these sectors to develop the broader economic policy objectives of investment and job creation.⁹

³ Thiessen, Kaylie, *Seismic Shift: Ontario's Changing Labour Market*. Canadian Centre for Policy Alternatives – Ontario, March 2014, p. 5. (from <https://www.policyalternatives.ca/publications/reports/seismic-shift>).

⁴ Thiessen, p. 7.

⁵ Ferguson, Rob, "Fergus Plant Closing Shows Ontario's Decline," *Toronto Star*, November 23, 2013.

⁶ Grant, Tavia and Keenan, Greg, "Novartis to Close Plant in Mississauga, Cut 300 Jobs," *Globe and Mail*, December 12, 2013.

⁷ Thiessen, p. 25.

⁸ Mandate letter. Premier Kathleen Wynne to The Honourable Brad Duguid, Minister of Economic Development, Employment and Infrastructure, September 25, 2014 (from <http://www.ontario.ca/government/2014-mandate-letter-economic-development-employment-and-infrastructure>).

⁹ Mandate letter.

For its part, the Ministry of Economic Development, Employment and Infrastructure delivers a range of programs, services and tools to help businesses innovate and compete in the changing global economy, including business support and youth entrepreneurship programs, strategic investments and international trade and export expertise.¹⁰

Among the grants that the ministry administers are the Jobs and Prosperity Fund, the Eastern and Southwestern Ontario Development funds and the Northern Ontario Heritage Fund. It also works with partner ministries, industry, postsecondary institutions and the not-for-profit sector to achieve its goals.¹¹

The ministry is affiliated with six agencies, which are independent bodies established by the government but which operate at arms-length. Among those are Operational Enterprise Agencies such as the Ontario Manufacturing Council, which advises the government on the challenges and opportunities face by Ontario manufacturers as they compete in a globally competitive market and the Ontario Immigrant Investor Corporation, which acts as a receiver for immigrant investor funds, as required by the federal government under the federal Immigrant Investor Program.¹²

3. Analysis of Archives of Ontario Holdings

In examining the holdings of the Archives of Ontario, a search of the Archives Descriptive Database was undertaken to determine what records have been acquired from the private sector that complement the functions of the government with respect to the administration and regulation of business and industry. This revealed that the Archives' holdings contain only a small number of private records for the post-1980 period.

The Archives of Ontario identifies the Ministry's three core functions as:

1. Promoting investment in Ontario
2. Promoting Ontario's trade
3. Promoting Ontario's economic growth and competitiveness of existing investment/industry

The Archives' private records holdings are reflected in all three of these functions; however, the Archives' holdings only represent a few of the sub-

¹⁰ Government of Ontario. "About the Ministry of Economic Development, Employment and Infrastructure" (<https://www.ontario.ca/government/about-ministry-economic-development-employment-and-infrastructure>).

¹¹ Ministry of Economic Development, Employment and Infrastructure Results-based Plan 2014-2015 (from <https://www.ontario.ca/document/ministry-economic-development-employment-and-infrastructure-results-based-plan-2014-15>).

¹² Ministry of Economic Development, Employment and Infrastructure.

sectors identified in this sector analysis. The scope and depth of these records varies considerably.

Some examples of notable records in the AO's holdings related to the business and industry sector include F 4626 Leavens Aviation Limited fonds, F 4608 Brian Cowan fonds, C 262 Canada Packers fonds, F 4392 St. Lawrence Starch Company fonds, F 4582 Mono Lino Typesetting fonds and F 4353 Charles Pharmacy fonds.

4. Methodology for Analyzing the Business and Industry Sector

This section outlines the analysis methodology and rationale for how the sector was broken down and assessed.

Sub-sector Identifications

Sub-sectors within the business and industry sector align with the key-growth sectors outlined in Premier Wynne's mandate letter. The list of sub-sectors has been expanded to include additional sub-sectors from the Ontario Investment and Trade Centre's website.¹³

Exclusion and Limitations

Sub-sectors such as culture, environment, financial services, natural resources, clean energy and tourism are the subject of their own sector analysis, or are covered by another sector analysis, and will not be examined further as part of the business and industry sector. In other cases, the sector analyses for health, education, agriculture and science and technology, respectively, will provide a useful complement to this sector analysis.

Further, the Archives of Ontario's private holdings include the records of numerous architects and/or architectural firms whose records include designs and plans for banks, business, factories and other buildings related to business and industry. These have been omitted from this analysis as they will be considered as part of the sector analysis for Infrastructure.

¹³ Ontario Investment and Trade Centre's website (<http://www.ontario.ca/business-and-economy/ontario-investment-and-trade-centre>)

5. Analysis of Business and Industry Sub-Sectors

This section examines the scope of business and industry sector records with respect to:

1. Identifying and defining sub-sectors and categories within the business and industry sector,
2. Making connections between private sector activities and government functions,
3. Identifying existing holdings in the Archives of Ontario related to the business and industry sector (containing records dated 1980-CCY),
4. Identifying possible acquisition targets in the private sector,
5. Providing a rationale for the importance of acquiring documentation within a sub-sector or category, and
6. Identifying level of acquisition priority for each sub-sector based upon the rationale.

Business and Industry Sector Sub-sectors:

For the purposes of analysis, the activities within the business and industry sector have been divided into the following sub-sectors:

1. Aerospace
2. Automotive
3. Clean energy
4. Clean technology
5. Culture
6. Digital gaming
7. Environment
8. Financial services
9. Food and beverage manufacturing
10. Information technology
11. Life sciences
12. Materials
13. Media
14. Medical technologies
15. Mining
16. Natural resources
17. Nanotechnology
18. Tourism investment
19. Small business

Each of these sub-sectors may include provincially-focused organizations; colleges of practitioners; professional associations; advocacy organizations and business; and industry related institutions and individual businesses or corporations.

Evidence of the private sector's support for the functions of promoting investment, trade and economic growth and competitiveness might best be found among the records of professional associations, advocacy organizations and business and industry related institutions. The records of individual businesses or industries will document the activities of players within these sub-sectors.

Government Functional Linkages

The functional linkages provided in Appendix A are based upon the Ministry's three core functions of:

1. Promoting investment in Ontario
2. Promoting Ontario's trade
3. Promoting Ontario's economic growth and competitiveness of existing investment/industry

Appendix A: Analysis of Business and Industry Sub-sectors

Sub-Sector	Sub-Sector description	Related Government Function and responsible Ontario ministry	Related Archives of Ontario private holdings (containing records 1980-and later)	Sub-Sector appraisal rationale	Acquisitions considerations	Priority: High (AO has little to no documentation), Medium (AO has some documentation), Low (AO has significant documentation)
Aerospace	This sub-sector includes public research centres, educational institutions with aerospace programs and individual Ontario aerospace companies.	Promoting investment in Ontario, Promoting Ontario's trade, Promoting Ontario's economic growth and competitiveness of existing investment/industry (Ministry of Economic Development, Employment and Infrastructure)	F 4531 Fred W. Hotson fonds F 4626 Leaven Aviation Limited fonds	Ontario's commitment to research and development in the aerospace industry is indicative of its overall importance to the Ontario economy. Records that document this sub-sector will provide evidence of private sector contributions to Ontario's economic livelihood and the efficacy of government initiatives to promote economic growth.	The AO has some holdings in this sub-sector post-1980	MEDIUM

Sub-Sector	Sub-Sector description	Related Government Function and responsible Ontario ministry	Related Archives of Ontario private holdings (containing records 1980-and later)	Sub-Sector appraisal rationale	Acquisitions considerations	Priority: High (AO has little to no documentation), Medium (AO has some documentation), Low (AO has significant documentation)
Automotive	This sub-sector includes automotive plants (Ontario has 12 assembly plants operated by five of the world's top automakers: Chrysler, Ford, General Motors, Honda, and Toyota) and automotive parts manufacturers.	Promoting investment in Ontario, Promoting Ontario's trade, Promoting Ontario's economic growth and competitiveness of existing investment/industry (Ministry of Economic Development, Employment and Infrastructure)	F 4608 Brian Cowan fonds F 4142 Ferranti-Packard Limited	The development and growth of the automotive industry is fundamental to the livelihood of many Ontario communities. Ontario continues to invest in its automotive industry and supports research at over 24 auto-focused public research facilities. Records that document this sub-sector will provide evidence of private sector contributions to Ontario's economic livelihood and the efficacy of government initiatives to promote economic growth.	The AO has limited holdings in this sub-sector post-1980.	HIGH

Sub-Sector	Sub-Sector description	Related Government Function and responsible Ontario ministry	Related Archives of Ontario private holdings (containing records 1980-and later)	Sub-Sector appraisal rationale	Acquisitions considerations	Priority: High (AO has little to no documentation), Medium (AO has some documentation), Low (AO has significant documentation)
Clean technology	This sub-sector includes developers of biomaterial and clean energy technologies (Green IT) and environmental software and consulting services.	Promoting investment in Ontario, Promoting Ontario's trade, Promoting Ontario's economic growth and competitiveness of existing investment/industry (Ministry of Economic Development, Employment and Infrastructure)	None	Through the Ontario Research Fund's (ORF) Research Excellence and Research Infrastructure programs, the Province has committed to strengthening its research and development capacity in clean technology. Records that document this sub-sector will provide evidence of private sector contributions to Ontario's economic livelihood and the efficacy of government initiatives to promote economic growth.	The AO has no holdings in this sub-sector post-1980	HIGH

Sub-Sector	Sub-Sector description	Related Government Function and responsible Ontario ministry	Related Archives of Ontario private holdings (containing records 1980-and later)	Sub-Sector appraisal rationale	Acquisitions considerations	Priority: High (AO has little to no documentation), Medium (AO has some documentation), Low (AO has significant documentation)
Digital gaming	This sub-sector includes software and hardware developers and development studios and publishers.	Promoting investment in Ontario, Promoting Ontario's trade, Promoting Ontario's economic growth and competitiveness of existing investment/industry (Ministry of Economic Development, Employment and Infrastructure)	None	Digital gaming has evolved into a multi-million dollar industry in Ontario and a key contributor to Ontario's new economy. Records that document this sub-sector will provide evidence of private sector contributions to Ontario's economic livelihood and the efficacy of government initiatives to promote economic growth.	The AO has no holdings in this sub-sector post-1980	HIGH

Sub-Sector	Sub-Sector description	Related Government Function and responsible Ontario ministry	Related Archives of Ontario private holdings (containing records 1980-and later)	Sub-Sector appraisal rationale	Acquisitions considerations	Priority: High (AO has little to no documentation), Medium (AO has some documentation), Low (AO has significant documentation)
Food and beverage manufacturing	This sub-sector includes food manufacturing firms that originated in Ontario, family-owned food manufacturing businesses, global brands operating in Ontario and Ontario's VQA wine and craft beer industries.	Promoting investment in Ontario, Promoting Ontario's trade, Promoting Ontario's economic growth and competitiveness of existing investment/industry (Ministry of Economic Development, Employment and Infrastructure)	C 262 Canada Packers fonds F 4392 St. Lawrence Starch Company fonds	Ontario is currently home to over 3000 food and beverage manufacturers and 25 academic institutions that offer agri-food programs. Through its tax credit and granting programs, the Ministry of Economic Development, Employment and Industry has been partially responsible for the development of Ontario's wine and craft beer industries. Records that document this sub-sector will provide evidence of private sector contributions to Ontario's economic livelihood and the efficacy of government initiatives to promote economic growth.	The AO has few holdings in this sub-sector post-1980.	HIGH

Sub-Sector	Sub-Sector description	Related Government Function and responsible Ontario ministry	Related Archives of Ontario private holdings (containing records 1980-and later)	Sub-Sector appraisal rationale	Acquisitions considerations	Priority: High (AO has little to no documentation), Medium (AO has some documentation), Low (AO has significant documentation)
Information technology	This sub-sector includes digital media firms, software and systems developers, wireless and telecommunications companies, electronics manufacturers, animation and special effects companies, e-Health firms and security software companies.	Promoting investment in Ontario, Promoting Ontario's trade, Promoting Ontario's economic growth and competitiveness of existing investment/industry (Ministry of Economic Development, Employment and Infrastructure)	F 4675 Lessonware Services Incorporated	Ontario is the second leading jurisdiction in information technology (IT) in North America and home to many major research centres. Records that document this sub-sector will provide evidence of private sector contributions to Ontario's economic livelihood and the efficacy of government initiatives to promote economic growth.	The AO has few holdings in this sub-sector post-1980	HIGH

Sub-Sector	Sub-Sector description	Related Government Function and responsible Ontario ministry	Related Archives of Ontario private holdings (containing records 1980-and later)	Sub-Sector appraisal rationale	Acquisitions considerations	Priority: High (AO has little to no documentation), Medium (AO has some documentation), Low (AO has significant documentation)
Life sciences	This sub-sector includes bio-medical researchers, developers and manufacturers	Promoting investment in Ontario, Promoting Ontario's trade, Promoting Ontario's economic growth and competitiveness of existing investment/industry (Ministry of Economic Development, Employment and Infrastructure)	None	50% of Canada's life sciences industry is centred in Ontario. In addition, Ontario ranks fifth in North American by the number of life sciences establishment and six by employment making it a vital component of Ontario's economy. Records that document this sub-sector will provide evidence of private sector contributions to Ontario's economic livelihood and the efficacy of government initiatives to promote economic growth.	The AO has no holdings in this sub-sector post-1980	HIGH

Sub-Sector	Sub-Sector description	Related Government Function and responsible Ontario ministry	Related Archives of Ontario private holdings (containing records 1980-and later)	Sub-Sector appraisal rationale	Acquisitions considerations	Priority: High (AO has little to no documentation), Medium (AO has some documentation), Low (AO has significant documentation)
Materials	This sub-sector includes manufacturers and developers of new, advanced materials such as super-alloys, ceramics, coatings and composites.	Promoting investment in Ontario, Promoting Ontario's trade, Promoting Ontario's economic growth and competitiveness of existing investment/industry (Ministry of Economic Development, Employment and Infrastructure)	None	Ontario has invested in the research and development advanced material as part of its new economy. Records that document this sub-sector will provide evidence of private and public sector contributions to Ontario's economic livelihood and the efficacy of government initiatives to promote economic growth.	The AO has no holdings in this sub-sector post-1980	HIGH
Medical technology	This sub-sector includes developers and manufacturers of medical technology, research institutes and colleges and universities with specialized programs in medical technologies.	Promoting investment in Ontario, Promoting Ontario's trade, Promoting Ontario's economic growth and competitiveness of existing investment/industry (Ministry of Economic Development, Employment and Infrastructure)	None	Ontario is the home to over 60% of Canada's medical technology companies and works with the medical technology sub-sector to insure that it remains a vital component of its economy. Records that document this sub-sector will provide evidence of private sector contributions to Ontario's economic livelihood and the efficacy of government initiatives to promote economic growth.	The AO has no holdings in this sub-sector post-1980	HIGH

Sub-Sector	Sub-Sector description	Related Government Function and responsible Ontario ministry	Related Archives of Ontario private holdings (containing records 1980-and later)	Sub-Sector appraisal rationale	Acquisitions considerations	Priority: High (AO has little to no documentation), Medium (AO has some documentation), Low (AO has significant documentation)
Mining	This sub-sector includes mines, miners and developers.	Promoting investment in Ontario, Promoting Ontario's trade, Promoting Ontario's economic growth and competitiveness of existing investment/industry (Ministry of Economic Development, Employment and Infrastructure)	<p>F 1352 Ontario Mining Association fonds)</p> <p>F 1344 Steep Rock Iron Mines Limited fonds</p> <p>F 1343 Caland Ore Company Limited</p> <p>F 4667 Roger Young</p> <p>F 4170 McIntyre Research Foundation fonds</p>	Mining has been integral to the development of many communities in the province. In 2014, there were 235,000 active mining claim units in good standing in Ontario. Mineral production in Ontario was more than \$10 billion in 2011. Records that document this sub-sector will provide evidence of private sector contributions to Ontario's economic livelihood and the efficacy of government initiatives to promote economic growth.	The AO has limited holdings in this sub-sector post-1980	Medium

Sub-Sector	Sub-Sector description	Related Government Function and responsible Ontario ministry	Related Archives of Ontario private holdings (containing records 1980-and later)	Sub-Sector appraisal rationale	Acquisitions considerations	Priority: High (AO has little to no documentation), Medium (AO has some documentation), Low (AO has significant documentation)
Nanotechnology	This sub-sector principally includes nanotechnology research centres.	Promoting investment in Ontario, Promoting Ontario's trade, Promoting Ontario's economic growth and competitiveness of existing investment/industry (Ministry of Economic Development, Employment and Infrastructure)	None	Ontario has invested in the research and development of the nanotechnology as part of its new economy. Records that document this sub-sector will provide evidence of private and public sector contributions to Ontario's economic livelihood and the efficacy of government initiatives to promote economic growth.	The AO has no holdings in this sub-sector post-1980	HIGH

Sub-Sector	Sub-Sector description	Related Government Function and responsible Ontario ministry	Related Archives of Ontario private holdings (containing records 1980-and later)	Sub-Sector appraisal rationale	Acquisitions considerations	Priority: High (AO has little to no documentation), Medium (AO has some documentation), Low (AO has significant documentation)
Small business	This category includes small and medium size businesses, not necessarily affiliated with any other sub-sector in this analysis.	Promoting investment in Ontario, Promoting Ontario's trade, Promoting Ontario's economic growth and competitiveness of existing investment/industry (Ministry of Economic Development, Employment and Infrastructure)	<p>F 4141 C. Bernstein & Son Limited fonds</p> <p>F 4353 Charles Pharmacy fonds</p> <p>F 195 Sherlock-Manning Piano Co. fonds</p> <p>F 4608 Brian Cowan fonds</p> <p>F 4581 Mono Lino Typesetting Company Limited fonds</p> <p>F 4353 Charles Pharmacy fonds</p>	Small businesses have been fundamental to the development of communities across the province, constituting about 98% of the businesses in Ontario. Through grants and tax incentives, the province supports the development and livelihood of small businesses across the province. Records that document this sub-sector will provide evidence of private sector contributions to Ontario's economic livelihood and the efficacy of government initiatives to promote economic growth.	The AO has limited holdings in this sub-sector post-1980. Donation offers should be considered on a case by case basis; however, the records of some small businesses may to be of more local significance and would be better placed in regional or local archives.	Medium