

Huron County Employment Lands Strategy

Final Report

November 5, 2015



Plaza Three
101-2000 Argentia Rd.
Mississauga, Ontario
Canada L5N 1V9

Phone: (905) 272-3600

Fax: (905) 272-3602

e-mail: info@watson-econ.ca

www.watson-econ.ca

 Planning for growth

Contents

Page

Executive Summary	(i)
1. Introduction.....	1-1
1.1 Terms of Reference	1-1
1.2 What are Employment Lands?.....	1-2
1.3 Why are Employment Lands Important?	1-2
2. Review of Economic Trends.....	2-1
2.1 Ontario’s Shifting Economic Structure	2-1
2.2 Regional Economic Trends.....	2-3
2.2.1 Huron County Employment Trends	2-3
2.2.2 Huron County Industry Cluster Analysis.....	2-5
2.2.3 Recent Absorption Trends on Industrial Lands in Huron County.....	2-7
2.2.4 Industrial Land Prices.....	2-8
2.2.5 Conclusions	2-9
3. Employment Lands Policy Context	3-1
3.1 Provincial Policy Context - Employment Lands.....	3-1
3.1.1 Long-Term Land Needs	3-1
3.1.2 Urban Expansion Requirements	3-2
3.1.3 Economic Development and Competitiveness	3-3
3.1.4 Conversion of Employment Lands	3-3
3.1.5 Rural Policy Context – Employment Lands	3-5
3.2 Huron County Official Plan Policy and Zoning Context Regarding Employment Lands	3-6
3.2.1 Definition of Employment Areas	3-6
3.2.2 Detailed Commentary of the Employment Area Designation in Official Plans	3-7
3.2.3 Protection and Conversion of Employment Uses	3-10
3.2.4 Office Development in Employment Areas.....	3-11
3.2.5 Review of Zoning By-laws of Local Municipalities in Huron County.....	3-11
3.2.6 Conclusions	3-13
4. Huron County Employment Land Supply.....	4-1
4.1 Vacant Employment Land Analysis	4-1
4.2 Serviced Shovel-ready Lands	4-5
4.3 Market Choice Requirements – Huron County Employment Lands.....	4-6
4.4 Geographic Location of Development and Vacant Employment Lands Supply	4-7
5. Employment Land Needs	5-1
5.1 County-wide Employment Land Demand, 2015-2034	5-1
5.2 Employment Land Demand by Area Municipality, 2015-2034	5-2
5.3 Employment Land Needs by Industrial Area, 2015-2034.....	5-4
5.4 Response from Local Industrial Realtors	5-5

5.5	Conclusions	5-6
6.	Marketing Strategy	6-1
6.1	Introduction	6-1
6.2	Market Definition and Segmentation	6-2
6.3	Target Sector Needs and Requirements Analysis	6-2
6.3.1	Advanced Manufacturing	6-4
6.3.2	Agri-Business and Food Processing	6-5
6.3.3	Transportation, Warehousing and Wholesale Trade	6-6
6.3.4	Business Services	6-6
6.3.5	Employment Supportive Uses	6-7
6.4	Promotional Tools and Incentives	6-8
6.5	Exploring the Role of the Public Sector Regarding Employment Development in Huron County	6-9
6.6	Evaluation of Industrial Land Development Approaches in Huron County	6-11
6.7	Public-Private Partnerships	6-11
6.8	Business Incubators	6-12
6.8.1	Pre-Screening and Provincial Programs	6-16
7.	Policy Recommendations	7-1
	Appendix A – Supplementary Economic Data	A-1
	Appendix B - Review of Area Municipalities Zoning By-Laws Permitted Uses in Employment Areas	B-1
	Appendix C – Supplementary Employment Land Supply Mapping	C-1
	Appendix D – Summary of Recent Development Activity on Designated Industrial Lands in Huron County, 2010-2014	D-1

List of Acronyms and Abbreviations

A.C.W.	Township of Ashfield-Colborne-Wawanosh
C.B.D.	Central Business District
C.F.D.C.	Community Futures Development Corporation
C.N.	Canadian National
D.S.E.A.	Durham Strategic Energy Alliance
E.L.S.	Employment Lands Strategy
E.O.D.P.	Eastern Ontario Development Program
E.O.I.B.I.	Eastern Ontario International Business Incubator
G.D.P.	Gross Domestic Product
G.I.S.	Geographic Information Systems
ha	Hectare
I.C.E.	Innovation Centre for Entrepreneurs
L.Q.	Location Quotient
O.P.	Official Plan
P.P.S.	Provincial Policy Statement
Q.E.D.C.	Quinte Economic Development Commission
R.E.D.	Rural Economic Development
R.O.I.	Return on investment
sq.ft.	Square footage/square feet
U.O.I.T.	University of Ontario Institute of Technology
U.S.	United States

Executive Summary

The County of Huron retained Watson & Associates Economists Ltd. in late 2014 to prepare an Employment Lands Strategy (E.L.S.) for Huron County which will guide decisions and projects in Employment Areas (i.e. industrial areas) across the County.

The primary objective of the Huron County E.L.S. is to provide a long-term vision for the County which ensures that its area municipalities continue to develop in a competitive and sustainable manner which is well balanced between future population and employment growth. Fundamental to this objective is an adequate supply and market choice of Employment Lands within well-defined designated industrial areas located throughout the County to accommodate demand over the next 20 years and beyond.

The E.L.S. has been developed in conjunction with a Technical Steering Committee comprised of key stakeholder groups including area municipal and County staff, local industrial/commercial land developers/builders, and the Huron Manufacturing Association.

The E.L.S. includes the following key components:

- An economic profile which includes an analysis of the macro-economic trends which are anticipated to influence the export-based economy across Canada, Ontario, the County of Huron and its area municipalities;
- An analysis of the County's occupied and vacant designated Employment Lands supply by industrial area;
- A review of the existing provincial and local planning policy context with respect to long-term planning for Employment Lands in Huron County;
- An assessment of long-term Employment Land needs based on forecast land demand against net developable land supply;
- A general marketing strategy for Huron County as it relates to targeting, promoting, attracting and developing industrial and commercial development to its Employment Lands;
- A return on investment analysis (R.O.I.) which assesses the overall net municipal financial contribution and cost implications of developing select industrial sites within Huron County;¹ and
- Policy recommendations which provide guidance and direction regarding the management and development of Huron County's industrial lands.

¹ To be prepared under separate cover.

The following provides a brief overview of the key findings of the Huron County E.L.S strategy.

Review of Economic Trends

- The Huron County manufacturing economy is transitioning from goods to services production, a feature that is well-documented across national, provincial and regional levels. Looking forward, existing and emerging knowledge-based sectors, such as professional, technical and scientific services, finance and insurance, real estate and rental leasing, health care, information technology and agri-businesses, are expected to represent the fastest growing employment sectors in the County.
- In addition to growing knowledge-based sectors, manufacturing remains vitally important to the provincial and regional economy with respect to jobs and economic output. While there will continue to be a manufacturing focus in Ontario and Huron County, industrial processes have become more capital/technology intensive and automated. This means that as the domestic manufacturing sector continues to recover, economic output will gradually increase, yet employment growth derived from this sector is anticipated to be modest.
- The municipalities of Huron County are characterized by a blend of expansive rural lands and vibrant urban settlement areas. The existing employment base is concentrated in retail, small to medium-scale manufacturing, wholesale trade, transportation, government and education, accommodation and food services, agriculture and tourism.
- The employment base is also highly concentrated in the “creative class” economy. People engaged in arts, culture and tourism form a large part of the foundation which creates the “quality of place” in many of Huron County’s urban settlement areas and surrounding countryside. The economic base is also highly oriented towards small businesses and home-based occupations.
- While Huron County has not experienced industrial employment growth over the past decade, industrial development activity has been occurring within its industrial areas in recent years. Between 2010 and 2014 the County has averaged land consumption of approximately 9 net ha (22 net acres) per year within its respective industrial areas. The majority of industrial development activity has occurred within the Hensall and Goderich and East of Goderich industrial areas.

- Agriculture has been the mainstay of the Huron County economy; however, a range of factors threaten the future viability of this sector. For the agricultural sector to continue as a leading driver of the local economy, agricultural renewal initiatives must be addressed through the identification of new markets for farm products, the diversification of farm products, and the creation of new business models to ensure more of the food dollar is captured by farmers along the supply chain.¹

Employment Lands Policy Context

The following observations have been identified with respect to the County's existing Employment Lands policy framework:

- Huron County's area municipalities provide a range of industrial zones which permit a broad range of industrial uses and limited office commercial uses.
- It is recognized that given the diverse urban and rural nature of the County, it is important to distinguish the County's Employment Areas subject to local market conditions and the character of the local community.
- Notwithstanding the above, there is a need to improve the consistency with respect to permitted land uses in similar industrial zones (i.e. Light Industrial, General Industrial, and Village Industrial).
- There is also a need to ensure that Employment Lands are well adapted to the structural changes occurring within the evolving macro-economy.
- Emerging sectors in the "knowledge-based" economy are typically accommodated in multi-tenant office and standalone office buildings. In addition, there is increasing demand to accommodate employment-supportive uses on Employment Lands, particularly in business parks, which offer amenities and services convenient to local businesses and their employees.
- Further direction and clarity is recommended with respect to permissions for ancillary retail and/or employment supportive uses in Employment Areas. Area municipal Industrial and/or "Employment Area" designations would also need to be aligned to reflect these refinements to County O.P policy.
- At the area municipal level, O.P.s and zoning by-laws generally restrict office employment uses in most industrial areas. Furthermore, while office uses are permitted in certain industrial areas such as Exeter and Goderich, the County lacks an industrial zone which caters specifically to office and prestige industrial

¹ The State of the Huron County Economy 2010. Towards Sustainable Economic Renewal. September 2010. p.35.

employment uses while restricting more general or heavy industrial uses such as contractors' yards and transportation terminals/depots. While it is recognized that there is currently a limited market for such an industrial zone, this concept may be warranted at select gateway locations within the County's urban areas.

Huron County Employment Land Supply

- A major factor in the future competitiveness of Huron's economic base is the supply and quality of its vacant industrial lands.
- The County has a total of 327 gross ha (808 gross acres) of vacant designated industrial land. The County's supply of net developable vacant Employment Lands is considerably lower than the gross vacant inventory at 180 ha (445 acres) adjusted for local infrastructure and land vacancy.¹
- Of the County's gross vacant Employment Lands supply, approximately 79% is municipally serviced, while the remaining supply of vacant designated Employment Lands is comprised of designated dry Employment Lands within the Clinton industrial area and Lowertown industrial area.
- The County has a limited supply of vacant, zoned industrial lands in smaller Villages and Hamlets. Unserviced areas in Villages and Hamlets may have some potential for dry industrial development.
- The largest percentage share of serviced or serviceable vacant designated Employment Lands supply is located in Exeter, followed by Goderich and East of Goderich. These two industrial areas comprise approximately 51% of the County's vacant designated serviced/serviceable industrial land supply. The County's remaining vacant designated serviced/serviceable industrial land supply is dispersed amongst the County's other eight serviced industrial areas.
- The County has 64 net ha (158 net acres) of shovel-ready² net vacant Employment Land. Just over 50% of the County's shovel-ready vacant Employment Lands are located in Goderich and East of Goderich and Huron Park.
- The County has a limited supply of larger vacant shovel-ready industrial sites.

¹ Land vacancy accounts for sites or portions of sites which are unlikely to develop over the long term due to odd/small lot sizes and poor configuration, unfavourable site conditions, underutilized industrial sites and site inactivity/land banking, which may tie up potentially vacant and developable lands.

² "Shovel-ready" lands are defined as those that are serviced and zoned and generally considered potentially developable within the next 6 months.

Employment Land Needs

- In accordance with forecast long-term demand for Employment Lands over the next 20 years and net developable (serviced/serviceable) supply, the County will need to consider future expansion of its Employment Lands in the Goderich and East of Goderich industrial area as well as the Hensall industrial area.
- A total long-term industrial land need of approximately 33 net hectares (83 net acres) has been identified for the Goderich and East of Goderich industrial area. A total industrial land need of approximately 42 gross hectares (104 gross acres) has been identified for the Hensall Industrial Area.¹
- The requirement for future industrial expansion in Goderich and East of Goderich is anticipated to be longer-term (i.e. 10+ years), while industrial land needs for Hensall are more immediate. In addition to the above-noted requirements for future industrial expansion, the County will also need to make efforts to increase its current supply of shovel-ready industrial land.

Marketing Huron County's Employment Areas

The following summarizes the key findings of the Huron County E.L.S as it relates to targeting, promoting, attracting and developing its Employment Areas.

- The County's Employment Areas are important to the County's economy and account for a significant percentage of jobs in the County.
- With a total gross developable area of 715 ha (1,767 acres)² the County's Employment Areas can accommodate a wide range of industrial, commercial and employment-supportive land uses.
- To ensure the success of Huron County's Employment Areas, marketing efforts must be geared towards both the broader strengths of the County as well as specific target sector investment attraction efforts.
- Based on the County's local and regional infrastructure assets, the following broad range of industrial and commercial industry sectors have been identified as important sectors to target for future development within the County:
 - Advanced manufacturing;
 - Agri-business and food processing;
 - Transportation, warehousing and wholesale;

¹ Excludes land requirements associated with non-developable environmental features.

² Refer to Figure 4-1, herein.

- Business services;¹ and
- Employment supportive uses.
- In addition to exploring promotional tools, incentives and pre-screening programs to attract these targeted industry sectors, the County will also need to explore its future role in Employment Land development.
- For Huron County, as with most rural communities across Ontario, relatively low land prices and slower rates of development activity can create difficulties in attracting and sustaining private sector development of Employment Lands.
- While municipal industrial development or private-public partnerships (as an alternative to private sector industrial land development) can offer many advantages for the County and its area municipalities, these advantages must be weighed against available resources as well as exposure to financial and market risk.
- With anticipated growth in the knowledge-based economy there is a need to provide infrastructure and resources which promote and encourage the development of “start-up” industries.
- The creation of business incubators can help facilitate the development of new small businesses by providing affordable rental space, the use of physical resources, partnerships and connections with post-secondary institutions and other networks, as well as other technical and financial support.

Policy Recommendations and Action Items

The policy recommendations and action items identified within the Huron County E.L.S. are provided within the provincial framework of the 2014 Provincial Policy Statement (P.P.S.) as well as the Huron County and area municipal O.P.s. Key recommendations and action items include:

¹ Including professional, scientific and technical services, information and cultural services, real estate, insurance and financial services, and education and training.

Recommendation 1: Plan for Future Employment Lands Development within Huron County

Recommended Actions

- Expand the supply of designated industrial land in Hensall within the next 1 to 3 years by approximately 42 gross ha (104 gross acres).
- Expand the supply of designated Employment Lands within the Goderich and East of Goderich industrial area by 33 gross ha (83 gross acres) within the next 10+ years.
- Consider limited expansions of designated Employment Lands in other serviced settlement areas to facilitate the need for shovel-ready industrial lands and to satisfy requirements for adequate market choice.

Recommendation 2: Ensure that Employment Lands are Well Adapted to Structural Changes Occurring in the Evolving Macro-Economy

Recommended Actions

- Recognize the importance of Employment Lands in accommodating knowledge-based sectors in addition to traditional industrial sectors.
- Consider establishing an industrial zone which caters to office and prestige industrial employment uses in a business park setting. Such a zone may be warranted at select gateway locations within one or more of the County's urban industrial areas.

Recommendation 3: Develop a General Marketing Strategy to Promote and Develop the County's Employment Areas

Recommended Actions

- Consider a range of promotional tools and incentives which can be used by the County to inform prospective industries about the opportunities in Huron County and its communities.
- Assess and evaluate the municipal role in employment lands development in Huron.
- Explore opportunities to establish incubator facilities within Huron County to promote and encourage the development of start-up industries, particularly related to knowledge-based sectors and other export-based emerging industry clusters.

Recommendation 4: Provide Stronger Direction Regarding Employment-Supportive Uses in Employment Areas

Recommended Actions

- Introduce more defined policy direction in the County's and area municipalities' O.P.s to outline the goals and objectives related to employment-supportive uses in Employment Areas (e.g. non-industrial, non-office uses should be of limited scale, or focused on serving businesses and employees in the Employment Areas). Such uses should minimize potential land-use conflicts and support a viable mix of commercial and industrial land uses.
- Consider the introduction of more defined criteria or descriptions regarding the appropriate type, size and location of complementary non-industrial uses in Employment Areas (e.g. eating establishments, daycares, personal and health care services and smaller-scale, service-oriented businesses) at strategic and accessible locations in existing and future Employment Areas, where appropriate.

Recommendation 5: Provide Broader Market Choice on Huron County Employment Lands

Recommended Actions

- To ensure that the County's Employment Lands supply levels are not unduly constrained, it is recommended that the County strive to provide a minimum designated and serviced supply of at least five years at all times. This should include a range of site selection choices by parcel configuration, designation, zoning and location.
- Area municipalities and the County are encouraged to explore municipal development opportunities for the creation of shovel-ready site on Employment Lands, subject to a review of development feasibility (i.e. return on investment analysis).
- Consider improving the marketability and feasibility of developing vacant Employment Lands by undertaking necessary pre-screening studies and assessments such as those undertaken jointly by Morris-Turnberry and North Huron (e.g. servicing strategies, environmental studies, water protection requirements, archaeological assessment studies, etc.). Provincial programs, such as the Investment Ready Certified Site Designation and Rural Economic Development Program (R.E.D.) can be utilized by municipalities for that purpose.

Recommendation 6: Explore Opportunities for Intensification of Employment Lands within Urban Settlement Areas

<p>Recommended Actions</p>	<ul style="list-style-type: none"> • Promote and facilitate intensification/infill opportunities in existing Employment Areas. • Explore opportunities for infill and redevelopment in mature industrial areas. • Work with landowners of large infill or redevelopment sites to assess interest in developing the lands and assessing feasibility of development. • Area municipalities and the County are encouraged to explore redevelopment opportunities on brownfield industrial sites. • Explore public-private partnerships which would encourage intensification and infill development opportunities within Employment Areas.
-----------------------------------	--

Recommendation 7: Protect Employment Lands from Conversion to Non-Employment Uses

<p>Recommended Actions</p>	<ul style="list-style-type: none"> • Develop an approach to evaluating requested conversions on Employment Lands. This evaluation approach should establish criteria which focuses on the existing policy framework provided in section 7.3.6 of the County O.P. as well as other site-specific factors such as location, site size, configuration, marketability, future expansion potential, etc.
-----------------------------------	--

Recommendation 8: Recognize Opportunities for Agricultural-related Industrial and Commercial Uses on Agricultural Lands Subject to Local O.P. Policies

<p>Recommended Actions</p>	<ul style="list-style-type: none"> • Continue to recognize opportunities for agricultural-related industrial and commercial uses which are permitted in agricultural areas subject to local O.P. policies.
-----------------------------------	---

Recommendation 9: Undertake Regular and Ongoing Monitoring of Employment Land Supply and Demand to assist with Longer-Term Land Use Planning and Land Needs

Recommended Actions

- Building on baseline data provided in the E.L.S, develop a system for tracking and monitoring Employment Land supply and demand data, to assist with longer-term planning and land needs forecasting. Key Employment Land supply and demand attributes should be tracked including:
 - Historical land absorption on Employment Lands by location, sector and size;
 - Employment Land supply (i.e. serviced, serviceable and constrained); and
 - Forecast Employment Land absorption against actual land absorption in Employment Areas.
- Undertake a comprehensive update to the E.L.S. at a minimum of every five years.

1. Introduction

1.1 Terms of Reference

The County of Huron retained Watson & Associates Economists Ltd., in late 2014 to prepare an Employment Lands Strategy (E.L.S.) for Huron County which will guide decisions and projects in Employment Areas across the County. The E.L.S. has been developed in conjunction with Technical Steering Committee comprised of key stakeholder groups including County and area municipal staff, local industrial/commercial land developers/builders, and the Huron Manufacturing Association.

The E.L.S. includes the following key components:

- An economic profile which includes an analysis of the macro-economic trends which are anticipated to influence the export-based economy across Canada, Ontario, the County of Huron and its area municipalities;
- An analysis of the County's occupied and vacant designated Employment Lands supply by industrial area;
- A review of the existing provincial and local planning policy context with respect to long-term planning for Employment Lands in Huron County;
- An assessment of long-term Employment Land needs based on forecast land demand against net developable land supply;
- A general marketing strategy for Huron County as it relates to targeting, promoting, attracting and developing industrial and commercial development to its Employment Lands;
- A return on investment analysis (R.O.I.) which assesses the overall net municipal financial contribution and cost implications of developing select industrial sites within Huron County;¹ and
- Policy recommendations which provide guidance and direction regarding the management and development of Huron County's industrial lands.

A stakeholder consultation process has been incorporated into the study process comprised of three meetings/workshops with the Technical Steering Committee and key stakeholders. Local industrial/commercial realtors were also consulted through telephone interviews to obtain their perspectives on the Huron County industrial land market in terms of its general health, opportunities/challenges and recent trends.

¹ To be prepared under separate cover.

1.2 What are Employment Lands?

Employment Lands (also known as industrial lands) typically include a broad range of designated lands, including light, medium and heavy industrial lands, business parks and rural industrial lands. Employment Lands accommodate primarily export-based employment, including a wide range of industrial uses (e.g. manufacturing, distribution/logistics, transportation services) as well as specific commercial and institutional uses (e.g. office, service, ancillary/accessory retail) which generally support the industrial/business function of the Employment Areas.

1.3 Why are Employment Lands Important?

Employment Lands form a vital component of Huron County's land use structure and are an integral part of the local economic development potential of the County. They are also home to many of Huron County's largest private-sector employers.

Through development of its industrial land base, the County is better positioned to build more balanced, complete and competitive communities. Development typically accommodated on Employment Lands generates relatively strong economic multipliers (i.e. spin-off effects) that benefit Huron County directly and indirectly. In addition, industrial land development typically generates high-quality employment opportunities which can improve local socio-economic conditions (i.e. live/work opportunities). Furthermore, achieving non-residential growth adds to a community's assessment base, which can help support lower property taxes and stronger municipal service levels. Industrial land development also tends to produce more positive net fiscal benefits for the community than other types of development (e.g. residential and retail). Thus, a healthy balance between residential and non-residential development is considered an important policy objective for Huron County.

2. Review of Economic Trends

The following provides an overview of historical economic and socio-economic trends from a provincial, regional and County perspective. This includes an analysis of the macro-economic factors which are anticipated to influence regional and local employment growth trends and corresponding demand for Employment Lands in Huron County. Additional details are provided in Appendix A.

2.1 Ontario's Shifting Economic Structure

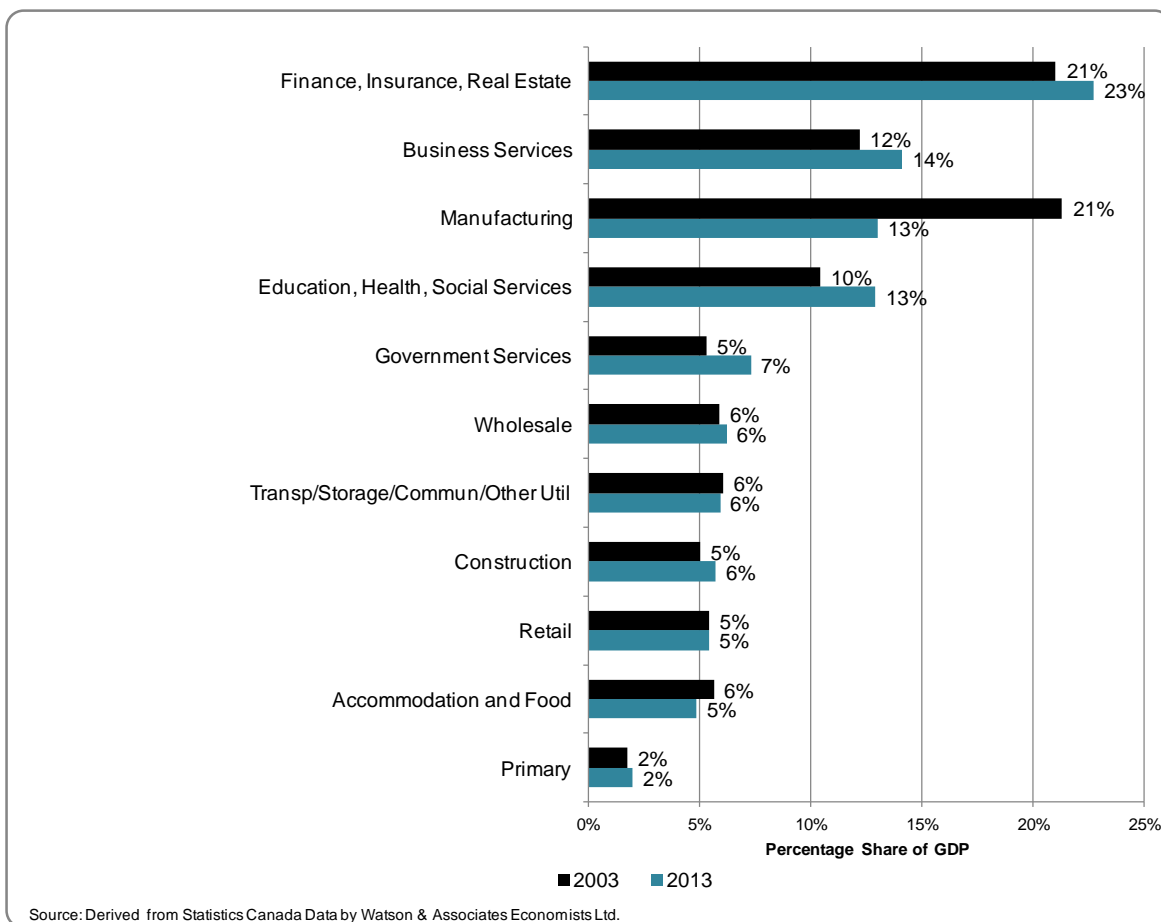
The Ontario economy is facing significant structural changes. Over the past decade, the economic base, as measured by G.D.P. output, has shifted from goods-producing sectors (i.e. manufacturing, utilities and primary) to the service sector. This trend includes growth in financial services, information technology, business services, health care and social services, government, information and cultural industries, education, training and research, tourism as well as retail and accommodation/food services.

Much of this economic shift has occurred over the past ten years, driven by G.D.P. declines in the manufacturing sector which were most significant immediately following the 2008/2009 global economic downturn. As illustrated in Figure 2-1, the relative share of G.D.P. in the manufacturing sector declined from 21% in 2003 to 13% in 2013. The challenges of the manufacturing sector are also reflected in the Ontario labour force, which declined by 31% over the 2004-2014 period in the sector.¹ However, it is important to note that provincial labour force rates in the manufacturing sector have been relatively stable since 2010.

In contrast, service-based sectors, such as finance, insurance, real estate and business services, have experienced significant employment increases over the past 10 years. Growth in the service-based sectors has been driven by strong growth in domestic demand, particularly in consumer spending.

¹ Derived from Statistics Canada Labour Force Survey data by Watson & Associates Economists Ltd.

Figure 2-1
Province of Ontario
Gross Domestic Product by Sector, 2003 and 2013



While manufacturing remains vitally important to the provincial and local economy with respect to jobs and economic output, this sector is not anticipated to support strong domestic labour force growth in the future. Looking forward, there will continue to be a manufacturing focus in Ontario; however, industrial processes have become more capital intensive and automated as local industries are required to streamline production through increased product innovation, specialization and integration of technology. This means that as the domestic manufacturing sector continues to gradually recover, employment growth is anticipated to be modest.

2.2 Regional Economic Trends

2.2.1 Huron County Employment Trends

Figure 2-2 summarizes total employment (i.e. jobs) for Huron County over the 1996 through 2014 period. As shown, Huron County experienced a strong increase in employment between 1996 and 2001; however, Huron County's total employment decreased from 26,150 in 2001 to 23,640 in 2011, a decrease of 2,510 over the period. Since 2011, employment is estimated to have stabilized to approximately 23,940 employees. The average annual employment growth rate over the 1996-2014 period is 0.04%, which is lower than the annual provincial growth rate (0.7%) over the same period.

**Figure 2-2
Huron County
Employment 1996-2014**

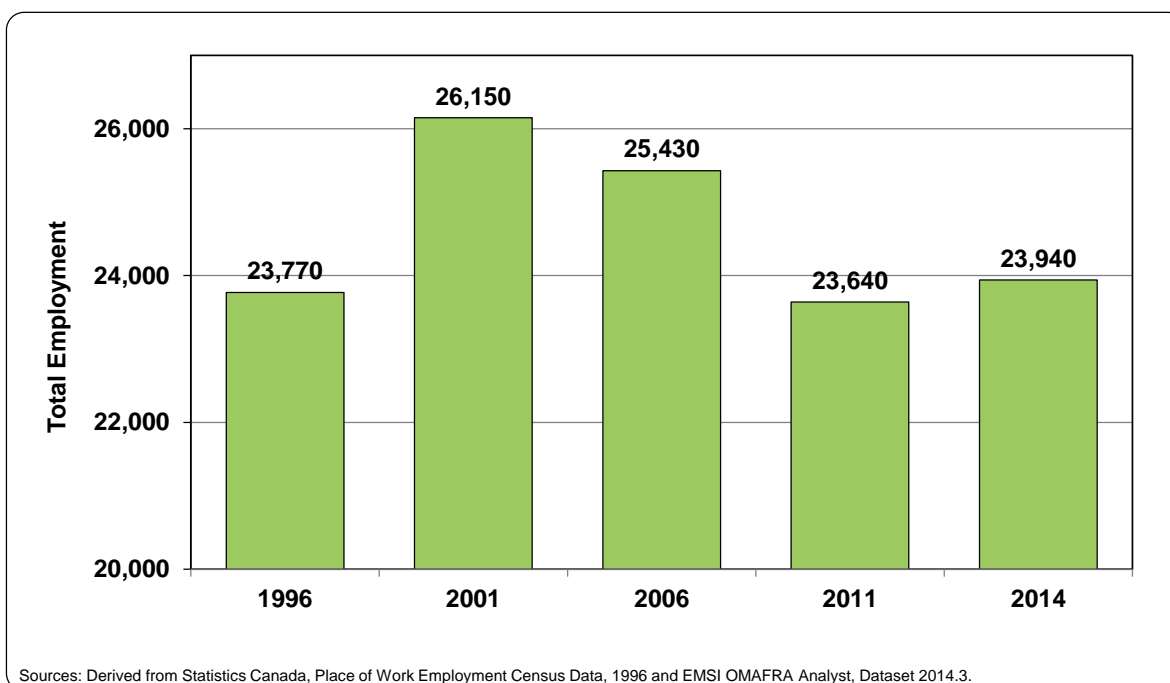


Figure 2-3 summarizes the estimated total employment (i.e. jobs) by major sector for Huron County in 2014. As shown, commercial and population-related employment comprise 29% of employment, followed by industrial employment at 25% and institutional employment at 22%. Compared to the Province, Huron County has a lower allocation of employment in the commercial and population-related sector (42% in Ontario versus 29% in Huron County). The allocation of industrial and institutional employment in Huron County is comparable to the provincial allocation. Work at home

employment and employment in the primary sectors (such as agriculture) comprise the remaining employment in Huron County at 17% and 7%, respectively. Compared to the Province, Huron County has a greater allocation of employment in the work at home and primary sectors due to the County's focus on the agricultural sector.

**Figure 2-3
Huron County
Employment by Sector, 2014**

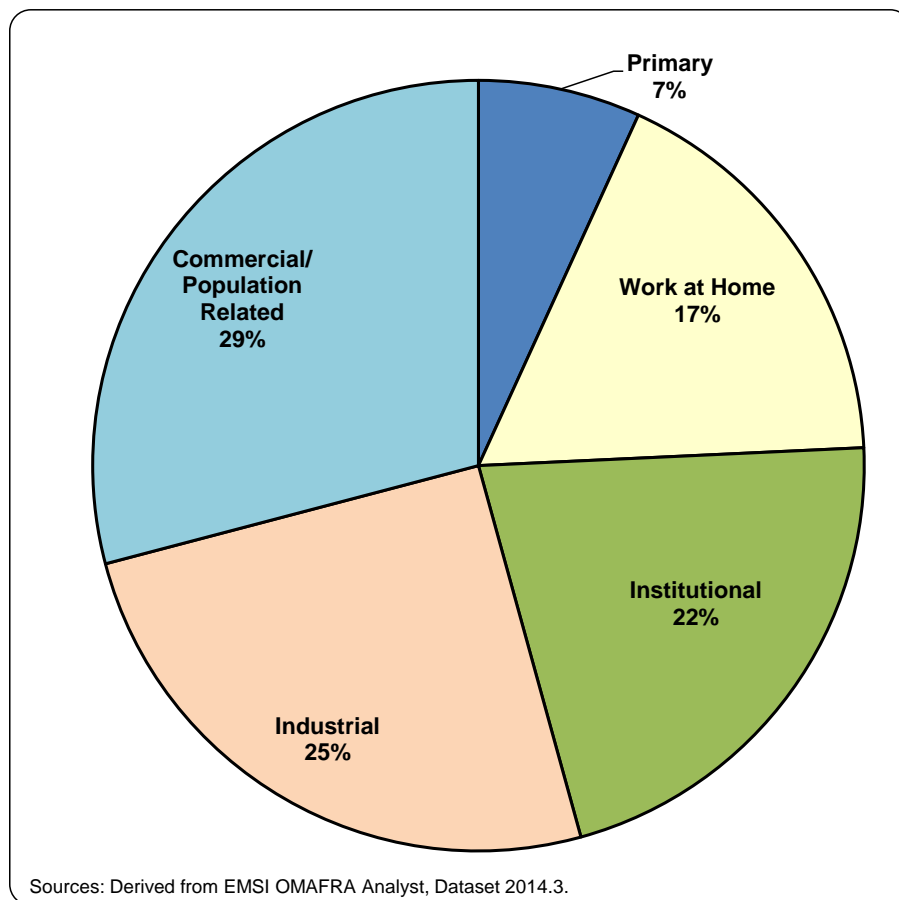
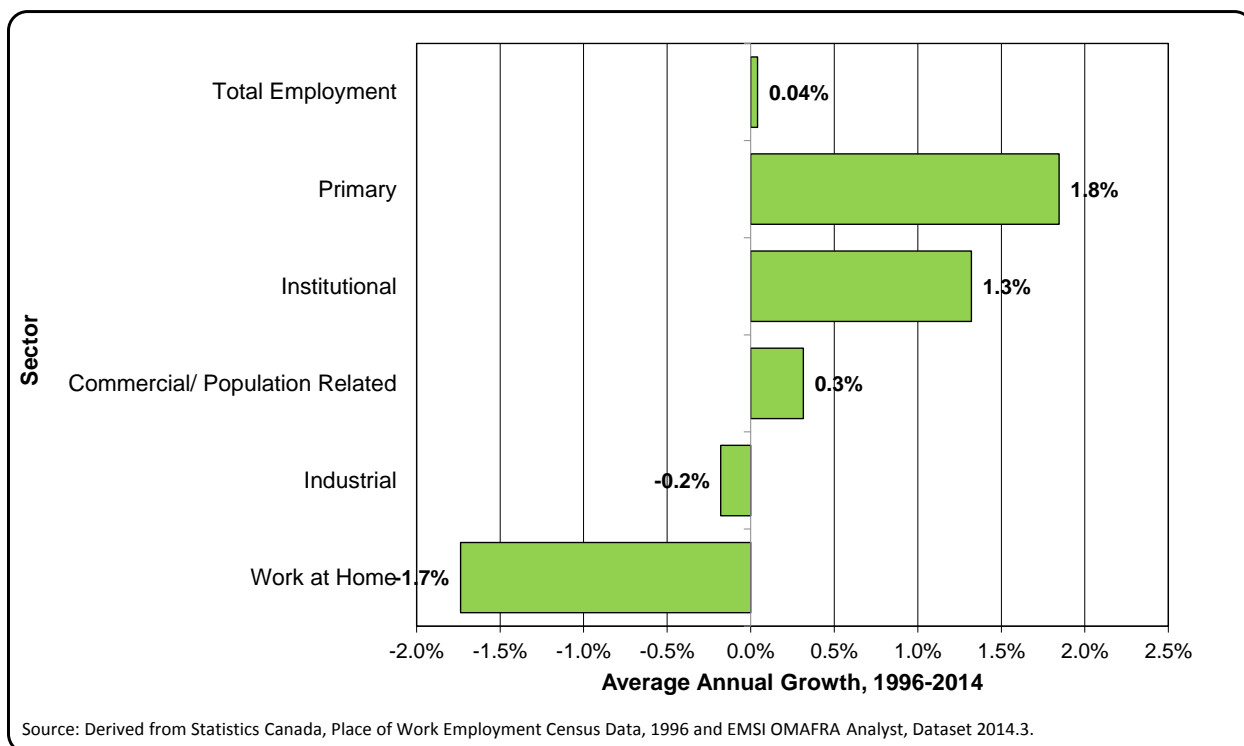


Figure 2-4 summarizes the employment trends for Huron County over the 2006 to 2014 period. As illustrated, the primary and institutional sectors have experienced stronger rates of growth compared to total employment, at 1.8% and 1.3% respectively. The industrial sector experienced a negative annual growth rate of -0.2%; however, since 2011 the industrial sector is estimated to have rebounded at a positive growth rate of 1.2%. Employment levels in the work at home sector declined by 1.7% annually. This decline was partially driven by job losses in the home-based businesses tied to the industrial sector.

**Figure 2-4
Huron County
Average Annual Growth by Sector, 2006-2014**



2.2.2 Huron County Industry Cluster Analysis

Location Quotients (L.Q.s) are a commonly used tool in regional economic analysis to identify and assess the relative strength of industry clusters.¹ They assess the concentration of economic activities within a smaller area relative to the overarching region in which it resides. The L.Q. for a given municipality or local geographic area is calculated by dividing the percentage of total local employment by sector, by the percentage of total broader employment base by sector. An L.Q. of 100% identifies that the concentration of employment by sector is consistent with the broader employment base average. An L.Q. greater than 100% identifies that the concentration of employment in a given employment sector is higher than the broader base average, which suggests a relatively high concentration of a particular employment sector. Employment sectors with a relatively high L.Q. generally serve both the local population base as well as employment markets which extend beyond the boundaries of the

¹ An employment cluster is defined as a set of inter-linked private sector industries and public sector institutions, whose final production reaches markets outside the region. Thus, the cluster approach to economic development reflects in some way a more traditional focus on the export base of a region.

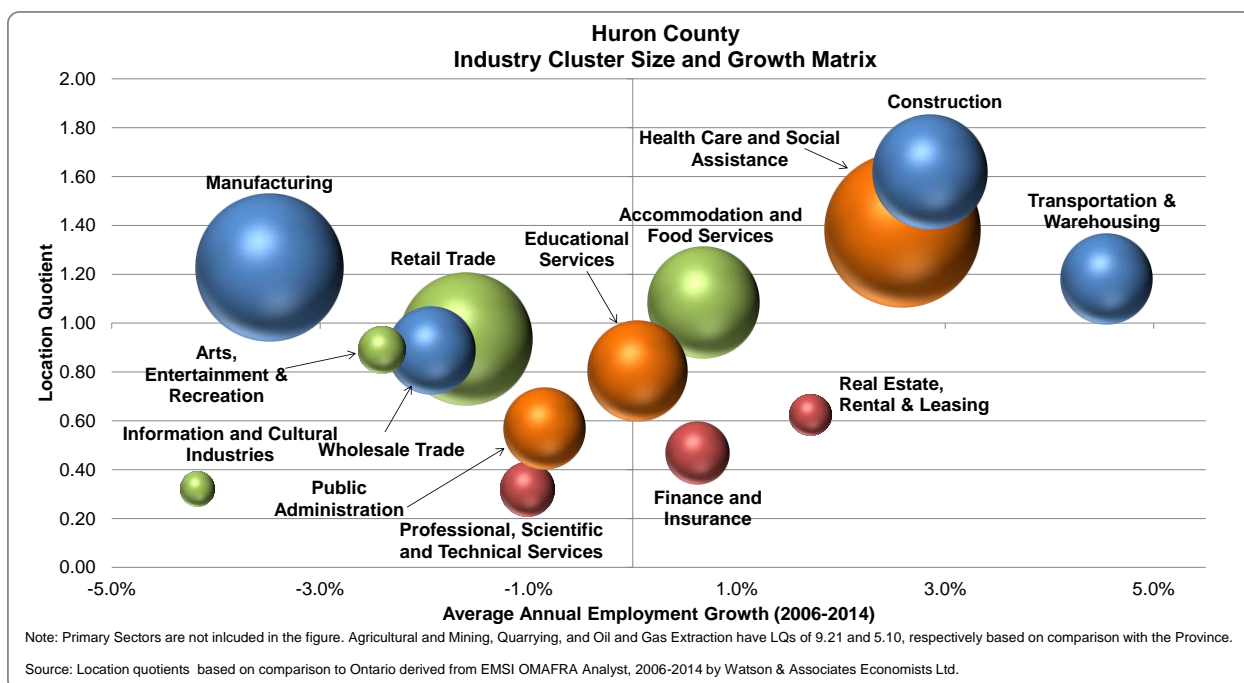
municipality. Alternatively, employment sectors with an L.Q. of less than 100% identify particular employment sectors which have relatively lower concentration and are generally under-servicing the needs of the local economy.

Figure 2-5 provides an estimate of the concentration of Huron County’s key industry clusters and respective employment growth over the 2006-2014 period. It is important to note that the primary sector is not included in Figure 2-5 given its relative concentration to the County’s other employment sectors.

As illustrated, Huron County has a strong presence in health care and social assistance, construction and transportation and warehousing which are also growing sectors in the County. The manufacturing sector has a strong presence in the County, but has experienced a steady decline in employment over the period. Employment sectors oriented to office development typically have a relatively low employment concentration in Huron County; however, the County has recently been experiencing moderate to steady employment growth in finance and insurance as well as real estate, rental and leasing.

Agriculture and Mining, Quarrying, and Oil and Gas Extraction have L.Q.s of 9.21 and 5.10, respectively based on comparison with the Province. For presentation purposes, these sectors have been omitted from Figure 2-5.

**Figure 2-5
Huron County
Industry Cluster Size and Growth Matrix**



2.2.3 Recent Absorption Trends on Industrial Lands in Huron County

Despite minimal industrial employment growth in recent years, the County has experienced new development and expansion in its industrial areas over the past five years, as summarized in Figure 2-6. Over the 2010-2014 period, an average of approximately 9 net hectares (22 net acres) of Employment Lands have been absorbed per year. The majority of industrial development has occurred within the Hensall Industrial Area and Goderich and East of Goderich Industrial Areas, as summarized in Figure 2-7. Major developments have included the Hensall Co-op (Hensall), Sifto Canada (Goderich) and the Hensall Co-op distribution warehouse and Ideal Supply office development (Exeter).

Figure 2-6
Huron County
Industrial Land Absorption, 2010-2014

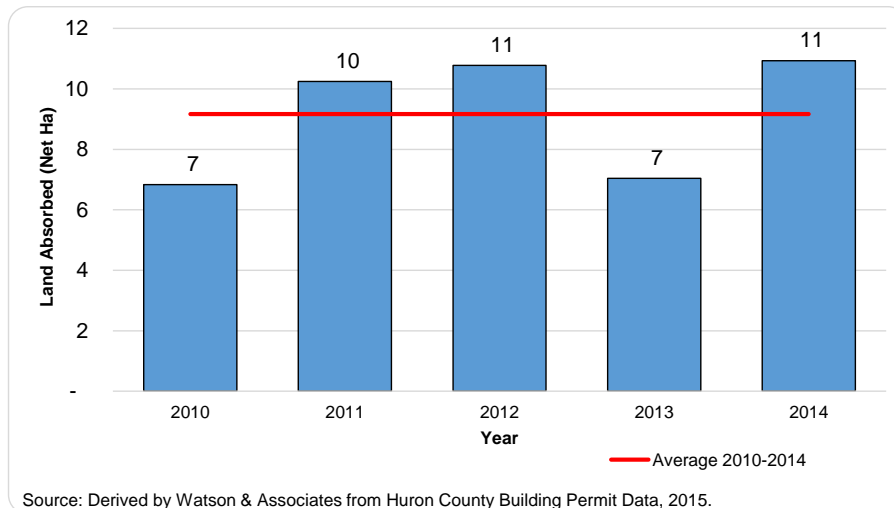
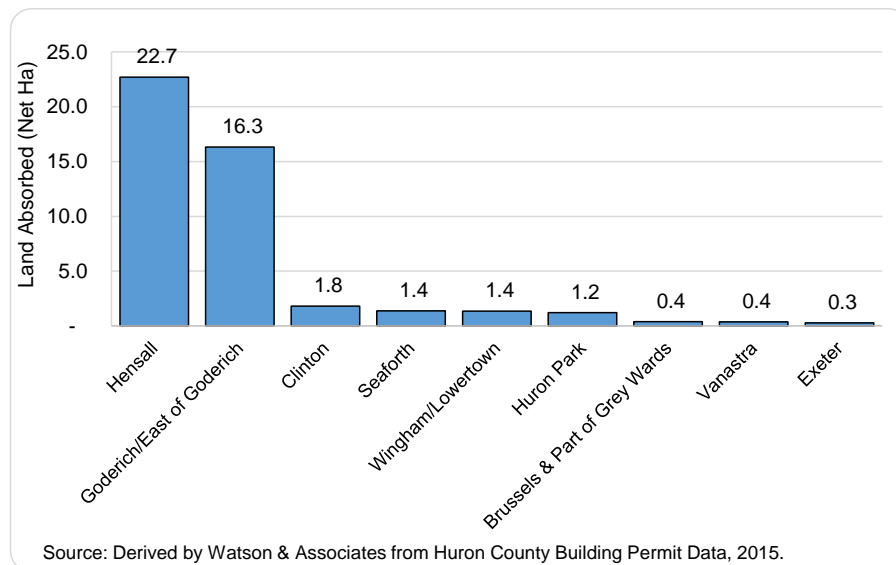


Figure 2-7
Huron County
Total Industrial Land Absorption by Industrial Areas, 2010-2014



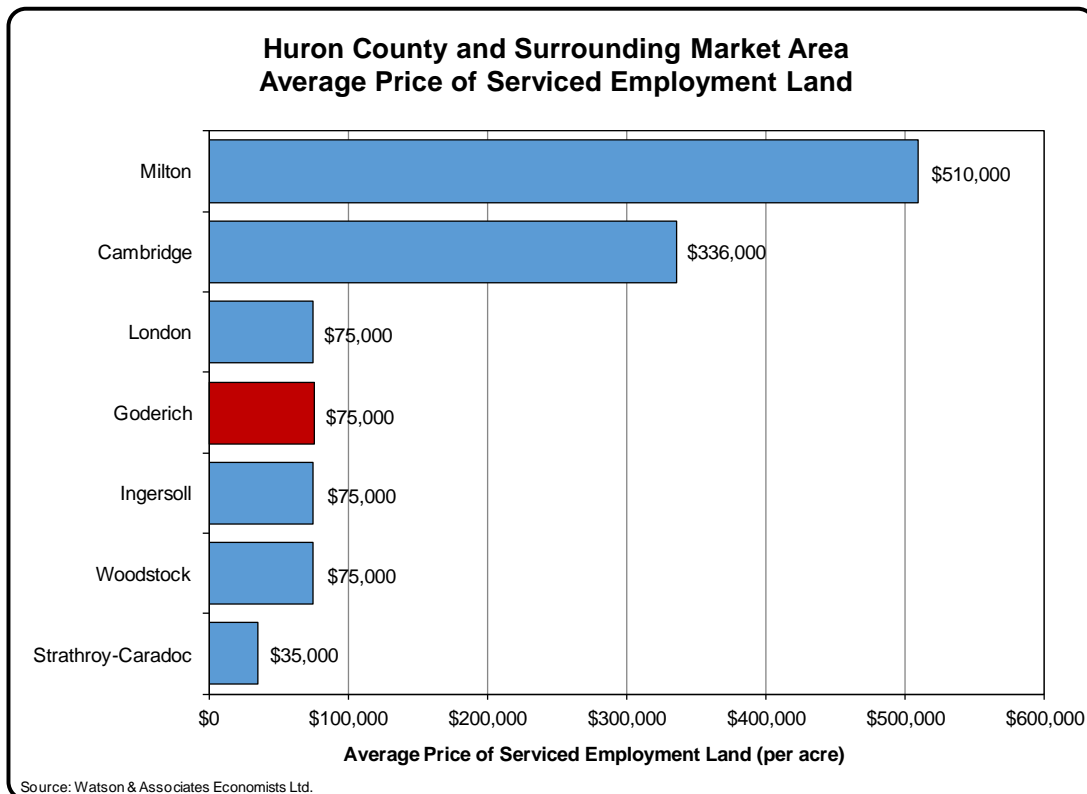
2.2.4 Industrial Land Prices

Available data regarding private sector industrial land prices in Huron County is limited as there is no market research publicly available for this region from private real estate firms operating in this region. In addition, privately owned, serviced industrial lots currently for sale in Huron County are limited to one 2 ha (5 acre) serviced industrial lot in the Town of Goderich (asking price of \$89,980).

Based on discussions with the Town of Goderich, the average asking price of municipally owned, serviced, prestige industrial lands in the Town is \$75,000 an acre. The asking price for serviced general industrial lands within the Town of Goderich is \$55,000 an acre. It is estimated that the price for serviced industrial lands in other locations within the County would be below \$50,000 an acre. The asking price for unserviced industrial lands is estimated to be well below \$50,000 an acre.

Figure 2-8 summarizes average industrial land prices for serviced lands within southwestern Ontario. As illustrated, average industrial land prices drop considerably for municipalities located outside the Greater Golden Horseshoe (G.G.H.). Average serviced industrial land prices in the Town of Goderich are generally comparable with the municipalities surveyed in southwestern Ontario.

Figure 2-8



2.2.5 Conclusions

- The Huron County economy is transitioning from goods to services production, a feature that is well-documented across national, provincial and regional levels. Looking forward, existing and emerging knowledge-based sectors, such as professional, technical and scientific services, finance and insurance, real estate and rental leasing, health care, information technology and agri-businesses, are expected to represent the fastest growing employment sectors in the County.
- In addition to growing knowledge-based sectors, manufacturing remains vitally important to the provincial and regional economy with respect to jobs and economic output.
- The municipalities of Huron County are characterized by a blend of expansive rural lands and vibrant urban settlement areas. The existing employment base is concentrated in retail, small to medium-scale manufacturing, wholesale trade, transportation, government and education, accommodation and food services, agriculture and tourism.
- The employment base is also highly concentrated in the “creative class” economy. People engaged in arts, culture and tourism form a large part of the foundation which creates the “quality of place” that attracts new residents to

many of the County's urban settlement areas and surrounding countryside. The economic base is also highly oriented towards small businesses and home-based occupations.

- While Huron County has not experienced industrial employment growth over the past decade, industrial development activity has been occurring within its industrial areas in recent years. Between 2010 and 2014 land absorption has averaged approximately 9 net ha (22 net acres) per year within the County's respective industrial areas. The majority of industrial development activity has occurred within the Hensall and Goderich industrial areas.
- Agriculture has been the mainstay of the Huron County economy; however a range of factors threaten the future viability of this sector. For the agricultural sector to continue as a leading driver of the local economy, agricultural renewal initiatives must be addressed through the identification of new markets for farm products, the diversification of farm products, and the creation of new business models to ensure more of the food dollar is captured by farmers along the supply chain.¹

¹ The State of the Huron County Economy 2010. Towards Sustainable Economic Renewal. September 2010. p.35.

3. Employment Lands Policy Context

There are three levels of planning policy which are relevant to the Huron County E.L.S.: provincial, County and area municipal. This section summarizes the key, currently applicable policy directions relevant to Employment Lands in Huron County.

3.1 Provincial Policy Context - Employment Lands

3.1.1 Long-Term Land Needs

The 2014 Provincial Policy Statement (P.P.S.) requires that municipalities take a long-term perspective when planning for Employment Land uses and ensures that the necessary infrastructure is provided to support current and projected needs of employment over a 20-year planning horizon. The 2014 P.P.S. recognizes that a longer term planning horizon (beyond 20 years) may be required to plan for the long-term protection of Employment Areas in order to align with the planning of infrastructure and public services facilities; however, the municipality cannot designate urban lands to accommodate projected residential or non-residential needs beyond a 20-year time frame.

Section 1.1.2 of the P.P.S. states that:

“Sufficient land shall be made available to accommodate an appropriate range and mix of land uses to meet projected needs for a time horizon of up to 20 years. However, where an alternative time period has been established for specific areas of the Province as a result of a provincial planning exercise or a provincial plan, that time frame may be used for municipalities within the area.”

“Within settlement areas, sufficient land shall be made available through intensification and redevelopment and, if necessary, designated growth areas.”

“Nothing in policy 1.1.2 limits the planning for infrastructure and public service facilities beyond a 20-year time horizon.”

Section 1.3.2.4 of the P.P.S. also states, “Planning authorities may plan beyond 20 years for the long-term protection of Employment Areas provided lands are not designated beyond the planning horizon identified in policy 1.1.2.”

The P.P.S. includes policies (Sections 1.3.2.3 and 1.6.8.3) which address strengthening the protection of Employment Areas in close proximity to corridors and facilities for goods movement. Sections 1.3.2.3 and 1.6.8.3 of the P.P.S. state:

“Planning authorities shall protect Employment Areas in proximity to major goods movement facilities and corridors for employment uses that require those locations.”

“New development proposed on adjacent lands to existing or planned corridors and transportation facilities should be compatible with, and supportive of, the long-term purposes of the corridor and should be designed to avoid, mitigate or minimize negative impacts on and from the corridor and transportation facilities.”

3.1.2 Urban Expansion Requirements

The P.P.S. allows planning authorities to identify a settlement area or allow the expansion of a settlement area boundary only at the time of a comprehensive review and, according to Section 1.1.3.8 of the P.P.S.,

“only where it has been demonstrated that:

- a) sufficient opportunities for growth are not available through intensification, redevelopment and designated growth areas to accommodate the projected needs over the identified planning horizon;
- b) the infrastructure and public service facilities which are planned or available are suitable for the development over the long term, are financially viable over their life cycle, and protect public health and safety and the natural environment;
- c) in prime agricultural areas:
 1. the lands do not comprise specialty crop areas;
 2. alternative locations have been evaluated; and
 - i. there are no reasonable alternatives which avoid prime agricultural areas; and
 - ii. there are no reasonable alternatives on lower priority agricultural lands in prime agricultural areas;
- d) the new or expanding settlement area is in compliance with the minimum distance separation formulae; and

- e) impacts from new or expanding settlement areas on agricultural operations which are adjacent or close to the settlement area are mitigated to the extent feasible.”

3.1.3 Economic Development and Competitiveness

Section 1.3.1 of the P.P.S. states:

“Planning authorities shall promote economic development and competitiveness by:

- a) providing for an appropriate mix and range of employment and institutional uses to meet the long-term needs;
- b) providing opportunities for a diversified economic base, including maintaining a range and choice of suitable sites for employment uses which support a wide range of economic activities and ancillary uses, and take into account the needs of existing and future businesses;
- c) encouraging compact, mixed-use development that incorporates compatible employment uses to support liveable and resilient communities; and
- d) ensuring the necessary infrastructure is provided to support current and projected needs.”

3.1.4 Conversion of Employment Lands

Section 1.3.2.2 of the P.P.S. provides direction to municipalities with regard to the conversion of Employment Lands:

“Planning authorities may permit conversion of lands within Employment Areas to non-employment uses through a comprehensive review, only where it has been demonstrated that the land is not required for employment purposes over the long term and that there is a need for the conversion.”

For the purposes of P.P.S. policies 1.1.3.8 and 1.3.2.2, a comprehensive review is an Official Plan review initiated or adopted by the planning authority or an Official Plan Amendment, which:

1. “is based on a review of population and employment projections and which reflect projections and allocations by upper-tier municipalities and provincial plans, where applicable; considers alternative directions for growth or development; and determines

how best to accommodate the development while protecting provincial interests;

2. utilizes opportunities to accommodate projected growth or development through intensification and redevelopment; and considers physical constraints to accommodating the proposed development within existing settlement area boundaries;
3. is integrated with planning for infrastructure and public service facilities, and considers financial viability over the life cycle of these assets, which may be demonstrated through asset management planning;
4. confirms sufficient water quality, quantity and assimilative capacity of receiving water are available to accommodate the proposed development;
5. confirms that sewage and water services can be provided in accordance with policy 1.6.6; and
6. considers cross-jurisdictional issues.”

Section 22 (7.3) of the Planning Act further protects areas of employment by not providing an opportunity for an applicant to appeal based on the failure of a Council to approve an Official Plan Amendment for the conversion of Employment Lands to an alternate land use.

Throughout Ontario municipalities, pressures exist to convert designated vacant Employment Lands to other non-employment uses, namely commercial retail and residential uses. This is often driven by higher demand (and hence higher market values) for commercial and residential development than Employment Lands development.

This can negatively impact the regional and local economy in several ways. Firstly, it can erode the municipality’s finite supply of Employment Lands supply provided at strategically designated locations, such as lands along highway corridors, and major arterial roads. Secondly, it generates a higher resident population forecasts which, when combined with the reduction in employment potential, can produce an imbalance between residential and employment growth, thereby resulting in an inadequate ratio of employment to population (i.e. employment activity rate). Finally, it fragments and/or erodes the existing Employment Land supply, compromising the municipality’s ability to develop specific industry clusters of critical mass, which ultimately add to the export base of the area and the potential for further spin-off employment.

While there is a need to preserve the County's vacant Employment Lands for employment uses, it is also recognized that under some circumstances, a conversion may be justified for planning and economic reasons but such decisions must be made using a systematic approach and methodology.

3.1.5 Rural Policy Context – Employment Lands

The P.P.S. includes policies regarding rural areas and rural lands (Sections 1.1.4 and 1.1.5). Rural areas are noted as important to the Ontario economy and P.P.S. policies seek to leverage rural assets and amenities and protect the environment. The P.P.S. provides a clear distinction of the difference between rural areas and rural lands. Rural areas are defined as a system of lands, whereas, rural lands include only lands located outside settlement areas. According to the P.P.S.:

“Rural areas: means a system of lands within municipalities that may include rural settlement areas, rural lands, prime agricultural areas, natural heritage features and areas, and resource areas.”

“Rural lands: means lands which are located outside settlement areas and which are outside prime agricultural areas.”

Section 1.1.4.1 of the P.P.S. provides planning authorities with direction regarding creating healthy, integrated and viable rural areas:

- a) “building upon rural character, and leveraging rural amenities and assets;
- b) promoting regeneration, including the redevelopment of brownfield sites;
- c) accommodating an appropriate range and mix of housing in rural settlement areas;
- d) encouraging the conservation and redevelopment of existing rural housing stock on rural lands;
- e) using local infrastructure and public service facilities efficiently;
- f) promoting diversification of the economic base and employment opportunities through goods and services, including value-added products and the sustainable management or use of resources;
- g) providing opportunities for sustainable and diversified tourism, including leveraging historical, cultural and natural assets;

- h) conserving biodiversity and considering the ecological benefits provided by nature; and
- i) providing opportunities for economic activities in prime agricultural areas, in accordance with policy 2.3.”

When directing development on rural lands, the P.P.S. states in Section 1.1.5 that development should be compatible with the rural landscape, can be sustained by rural service levels and is appropriate to the infrastructure which is planned or available. Permitted uses on rural lands outlined in Section 1.1.5.2 of the P.P.S. are as follows:

- a) “the management or use of resources;
- b) resource-based recreational uses (including recreational dwellings);
- c) limited residential development;
- d) home occupations and home industries;
- e) cemeteries; and
- f) other rural land uses.”

3.2 Huron County Official Plan Policy and Zoning Context Regarding Employment Lands

3.2.1 Definition of Employment Areas

Employment Areas, as defined in Section 7.3.6 of the Huron County Official Plan (O.P.), include “only industrial lands and will be protected for industrial purposes.” The definition, purpose and level of detail pertaining to Employment Areas vary in the area municipal O.P.s, but generally echo the County O.P. definition.

Based on a review of the O.P.s by area municipality, the following highlights our key findings regarding permitted uses in Employment Areas or Industrial Lands:

- The Municipality of South Huron and the Municipality of North Huron are the only municipalities that have an “Employment Area” designation which accommodates traditional industrial uses, as well as office and business park uses;
- For all other municipalities, industrial areas are designated for traditional industrial purposes which limits retail and office to ancillary or accessory uses;
- The Town of Goderich has a light industrial designation which permits business park type uses. The lands within this designation are fully developed, subject to additional intensification potential;

- The Municipality of Huron East provides for the greatest flexibility in terms of land-use in its commercial/industrial land designation. The Vanastra industrial area permits residential accessory uses to small-scale industrial uses (with conditions/requirements) and changes in designated land-use from industrial to commercial (and vice-versa) provided that a rezoning is granted;
- Agriculture is an important part of Huron County and many of the municipalities allow for small-scale agriculture-related industrial development on agricultural designated lands which may accommodate some of the future demand for industrial land; and
- The Municipality of Bluewater permits large-scale uses on lands designated Highway Commercial that cannot be accommodated elsewhere which may provide opportunities for industrial or office development.

3.2.2 Detailed Commentary of the Employment Area Designation in Official Plans

The following provides a more detailed commentary of the Employment Area or Industrial O.P. designation at the area municipal level within Huron County.

Town of Goderich

The Town of Goderich does not have an “Employment Area” or “Employment Lands” designation in its O.P. The Town of Goderich O.P. includes an industrial designation and special policy designations that reflect the County’s Employment Area definition. The Town’s O.P. describes industrial uses, as “uses that are to accommodate a wide-range of industrial activities such as manufacturing, processing, fabrication or assembly of raw materials or goods, warehousing or bulk storage of goods, and related ancillary uses.”

Ancillary uses on designated industrial lands include subsidiary office, retail and wholesale operations located on the same property as the primary use, suppliers that directly and primarily serve industry, parks and open spaces and uses that are similar in character and function to the defined industrial uses such as utilities, public works yards and fire stations. It is important to note that the Town of Goderich has included in its definition of ancillary uses, “uses that cannot appropriately be located elsewhere within the Town.” Other than the built MacEwan Street Light Industrial Area designation (special policy), the Town does not have any other policies and designations that would accommodate business park or large office uses. The purpose of the MacEwan Street Light Industrial Area designation, according to the O.P., is to accommodate large, single-purpose, service-related uses, in excess of 750 square metres (8,100 sq.ft.) total floor area, and cannot be located in any commercial designation.

Municipality of Bluewater

The Municipality of Bluewater does not have an “Employment Area” or “Employment Lands” designation in its O.P. The Municipality of Bluewater O.P. includes an industrial designation; however, few details are provided regarding the uses permitted. Industrial uses in the Villages must have full municipal services and industrial lands that are abutting residential areas must prove to be compatible through the site plan control process. It is important to note that the Highway Commercial designation may provide opportunities for industrial or large office use. According to the O.P., the Highway Commercial Designation allows for large space users which are not of a highway commercial nature in this designation. This allowance is subject to rezoning provided that the following conditions can be met:

- Insufficient space is available in the core;
- A market need can be identified; and
- No undue negative impacts are generated in the core of the municipality.

Municipality of South Huron and Municipality of North Huron

The purpose of the Employment Area designation, according to the O.P.s of the Municipalities of South Huron and North Huron is to accommodate industrial-related employment growth and development which may include traditional industrial uses (manufacturing, logistics operations, warehousing, distribution), offices and business park uses, in addition to ancillary commercial uses serving the Employment Areas. Notwithstanding the above, the O.P. further notes that “Employment Areas include only industrial lands, and will be protected for industrial purposes over the long term.”

Municipality of Central Huron

The Municipality of Central Huron does not have an “Employment Area” or “Employment Lands” designation in their O.P.; however, it does have an Industrial designation that reflects the County’s Employment Area definition. The predominant uses include a range of traditional industrial uses, as well as uses that are more commercial in nature, including repair and service operations. In addition, the ancillary use definition permits a wide range of uses on industrial lands provided “their presence and function will not interfere or conflict with the use or development of the area for the primary industrial function.” Ancillary uses permitted on industrial lands include subsidiary retail on the same lot, retail equipment rentals, material and service suppliers which directly serve industry and office-related uses such as laboratories or research facilities.

The O.P. further notes, that commercial uses “which are of an industrial character compatible with an industrial area and not in conflict with the policies of the core commercial area may be permitted subject to the provisions of the Zoning By-law on a re-zoning basis.”

Municipality of Huron East

The Municipality of Huron East does not have an “Employment Area” or “Employment Lands” definition in its O.P. Huron East does have Industrial designations with policies for three specific areas, including Vanastra, Seaforth and Brussels. Similar to Central Huron, the Industrial designation for Seaforth and Brussels provides for a range of traditional industrial uses, as well as uses that are commercial including repair and service operations.

The Commercial/Industrial designation in Vanastra provides for commercial and industrial “to intermix without amendment” to the O.P. However, it is noted in the O.P. that “establishing a new commercial or industrial use and where an industrial use replaces a commercial use or where a commercial use replaces an industrial use, an amendment to the Zoning By-law will be required.” The Commercial/Industrial designation in Vanastra also allows for home-based small-scale commercial/industrial with accessory residence provided that it is compatible to the area, abuts or is directly opposite to a residential designation, does not fragment the commercial/industrial area and has satisfied the requirements during the rezoning and site plan control process. Permitted home-based uses include light fabrication, assembly and trades shops.

Municipality of Morris-Turnberry

The Municipality of Morris-Turnberry does not have an “Employment Area” or “Employment Lands” definition in the O.P., and instead has an Industrial designation. Other than identifying industrial areas that permit dry industry uses, the Industrial designation provides little detail on the types of industrial uses permitted.

Recognizing the importance of the agriculture industry in the municipality, the O.P. includes a policy that permits agriculture-related small-scale commercial and industrial uses on agriculture designated lands. The development of small-scale commercial and industrial uses on agriculture designated lands does require rezoning and other requirements addressed through the site plan control process.

Township of Howick and Township of Ashfield-Colborne-Wawanosh

Given the rural nature and limited industrial land in the Township of Howick and the Township of Ashfield-Colborne-Wawanosh (A.C.W.), the O.P.s for these municipalities provide little detail on their Industrial land-use designation. These municipalities also permit small-scale agriculture-related industrial uses in the Agricultural designated areas with rezoning and other additional requirements addressed through the site plan control process.

3.2.3 Protection and Conversion of Employment Uses

Employment Conversions

Section 7.3.6 of the Huron County O.P. provides policy direction with respect to the conversion of Employment Areas:

“A Comprehensive Review for the conversion of Employment Areas to non-employment uses must provide:

- a) Justification of the need for conversion of Employment Lands, including demonstration that sufficient opportunities are not available through redevelopment, intensification, and designated growth areas in the local market area;
- b) Demonstration that the proposed use is in the most suitable location and there are no reasonable alternative locations;
- c) Description of the planned or available infrastructure and public service facilities suitable for the proposed development;
- d) Demonstration that the impacts of development on the natural environment will be minimized;
- e) Demonstration that the conversion is compatible with neighbouring uses and will not adversely affect the function of the Employment Area;
- f) Consideration of cross-jurisdictional issues; and
- g) Other studies as required to support the proposed development as required by the County and local municipality.”

While Section 7.3. of the County O.P. provides a policy framework with respect to the protection of Employment Lands, no direction is provided with respect to how subject industrial sites of interest (i.e. non-employment development applications) within Employment Areas are to be evaluated from a planning and economic standpoint for

conversion to a non-employment use. This evaluation should focus on the existing policy framework provided in Section 7.3.6 as well as other site-specific factors such as location, site size, configuration, future expansion potential, etc.

3.2.4 Office Development in Employment Areas

The Central Business District (C.B.D.) is the main focal point for commerce for communities in Huron County and the majority of the local O.P.s reflect on the importance and the need to prevent the decentralization of C.B.D. activities. While the C.B.D. is a dense cluster that provides the amenities that attract businesses (retail, services and cultural amenities), the space and site requirements for all office-related developments may not be easily accommodated in the C.B.D. through infill or vacant supply.

As previously mentioned, the economy is shifting from a goods-producing to a service oriented economy. While this shift may be more pronounced in the large urban markets with larger-scale office development activity on Employment Lands, the demand for office-related development on Employment Lands is also occurring in small urban centres. For example, office-related development could take the form of insurance and financial agencies, real estate brokerages, professional service firms, training and education facilities, as well as other uses related to agri-business. As discussed above, the majority of the area municipal zoning by-laws restrict office-related developments. Given the evolving trend of the Southern Ontario economy towards the knowledge-based sector, there is a need to permit a broader range of office uses in Employment Areas throughout Huron County, where appropriate.

3.2.5 Review of Zoning By-laws of Local Municipalities in Huron County

This section includes a review of current zoning by-laws in Huron County by area municipality. This includes a summary of permissible uses, restrictions and land use controls on Employment Lands. Additional details with respect to this review are provided in Appendix B.

Generally speaking, the municipalities in Huron County subdivide Employment Lands into light industrial, Village industrial and general industrial designations with some providing additional designations to further guide development in Employment Areas. A wide range of industrial uses are accommodated on Employment Lands in Huron County through zoning provisions. With the exception of the Exeter Industrial Area, commercial uses on Employment Lands are limited to uses that are not typically found

in the C.B.D., such as research and development, auto repair, auto rental and indoor recreational uses. Key findings include:

Industrial Uses

- The area municipalities in Huron County provide for a wide range of industrial uses on Employment Lands (with the exception of noxious uses), though permissible uses vary by land use designation;
- Industrial uses such as fuel storage, sawmill, grain elevator are accommodated in the General Industrial Zone, while the Village Industrial Zone and Light Industrial Zone typically do not accommodate those uses;
- The Exeter Industrial Area (Municipality of South Huron) has the greatest restrictions on industrial uses which in some zones limits the scale of manufacturing operations; and
- Eight Employment Areas (Huron Park, Zurich, Blyth, Lowertown, Clinton, Seaforth, Brussels, Vanastra) have large tracts of land that are designated as Future Development Zone or have zoning holding provisions for future development.

Commercial Uses

- Permitted uses are largely limited to industrial uses; however, the majority of industrial areas also permit research and development/laboratories, indoor recreational uses, auto repair and accessory retail uses that are typically not found in the C.B.D.;
- Research and development laboratories are specifically permitted in most area municipalities within Huron County;
- While research and development laboratories are not specifically identified as a permitted use in the Exeter and Stephen Industrial Areas (Municipality of South Huron), this use is permitted under the broader range of permitted office uses within the South Huron zoning by-laws;
- The Exeter Industrial Area is the only Employment Area with vacant land available that permits business park type uses;
- The Exeter Industrial Area has the least restrictions on retail uses, permitting retail outlet uses (automotive supply, hardware and sporting goods) to exceed 1,000 sq. metres;
- Restaurant use is only permitted in the Stephen and Exeter Industrial Areas (Municipality of South Huron);

- All of the industrials areas do not permit medical and dental uses on Employment Lands, uses that are typically found in the C.B.D.; and
- The MacEwan Street Light Industrial Area in Goderich permits business park type uses; however, these lands are fully developed, subject to future intensification potential.

3.2.6 Conclusions

Consistency is Needed with Respect to Permitted Industrial Uses

As summarized above, Huron County provides a range of industrial zones which permit a broad range of industrial uses and limited office commercial uses. It is recognized that given the diverse urban and rural nature of the County, it is important to distinguish the County's Employment Areas subject to local market conditions and the character of the local community. Notwithstanding the above, there is a need to improve the consistency with respect to permitted land uses in similar industrial zones (i.e. Light Industrial, General Industrial, Village Industrial).

Accommodating the Knowledge-based Economy

As previously discussed in Chapter 2, as a result of structural changes in the economy, the nature of economic activities on Employment Lands is evolving. The trend towards more knowledge intensive and creative forms of economic activity is evident across many sectors within both the broader and local economies.

For Huron County, this means that Employment Areas must be planned to accommodate both traditional industrial uses in manufacturing, transportation and warehousing, food processing and construction as well as emerging "knowledge-based" sectors such as agri-business, finance and insurance, professional, scientific and technical services, real estate and rental leasing, education and training as well as the broader public sector. These emerging sectors are typically accommodated in multi-tenant office and standalone office buildings. In addition, there is increasing demand to accommodate employment-supportive retail uses on Employment Lands, particularly in business parks, which offer amenities and services convenient to local businesses and their employees.

The County of Huron O.P. currently lacks direction and clarity regarding the permission of office uses in Employment Areas, as Section 7.3.6 of the O.P. identifies that Employment Areas include "only industrial lands." In addition, further direction and clarity is recommended with respect to permissions for ancillary retail and/or

employment supportive uses in Employment Areas. Area municipal industrial and/or “Employment Area” designations would also need to be aligned to reflect these refinements to County O.P policy.

At the area municipal level, O.P.s and zoning by-laws restrict office employment uses in most industrial areas. Furthermore, while office uses are permitted on certain industrial lands in Exeter and Goderich, the County lacks an industrial zone which caters to office and prestige industrial employment uses but restricts more general or heavy industrial uses such as contractors’ yards and transportation terminals/depots. While it is recognized that there is currently a limited market for such an industrial zone, this concept may be warranted at select gateway locations within the County’s urban areas.

4. Huron County Employment Land Supply

This chapter provides a summary of gross and net vacant designated industrial land supply by industrial area within Huron County.

4.1 Vacant Employment Land Analysis

A major factor in the future competitiveness of Huron's economic base is the supply and quality of its vacant Employment Lands. Generally, Huron County's designated Employment Areas offer most of the physical and locational attributes desired by target industry sectors (i.e. access/proximity to major transportation infrastructure, proximity to suppliers and/or customer base, access to skilled and unskilled labour, potential opportunities for storage and expansion). However, there are some settlement areas which currently offer limited to no shovel-ready industrial lands, which limits market choice for prospective industries. This is further discussed in section 4.3, herein. Required physical and locational attributes of target sectors in Huron County are further discussed in Chapter 6.

To generate the vacant Employment Land inventory, Watson & Associates, with input from County staff, reviewed all parcels designated as "Industrial" or "Employment Areas" within each area municipal O.P. The analysis was completed primarily through a desktop review using geographic information systems (G.I.S.) mapping software. Spatial overlays utilized to develop the net land supply included parcel fabric, land-use layers, building footprints, hydrology/wetlands, and orthophotos. Additional fieldwork was also carried out by Watson & Associates to further ground-check the supply inventory.

Figure 4-1 summarizes the geographic location of the County's remaining vacant designated industrial lands in Exeter, Goderich, Lowertown, Wingham, Brussels, Huron Park, Clinton, Seaforth, Vanastra, Hensall, Blyth and Zurich. As illustrated, the County has a total of 327 gross ha (808 gross acres) of vacant designated industrial land.

Of the County's total vacant industrial land supply, approximately 79% is municipally serviced (258 gross ha or 638 gross acres). The County also has approximately 64 gross ha (158 gross acres) of designated dry Employment Lands collectively within the Clinton Industrial Area and Lowertown Industrial Area. The County has a limited supply of vacant, zoned industrial lands in smaller Villages and Hamlets. Unserviced areas in Villages and Hamlets may have some potential for dry industrial development. Within the Hamlet of Dungannon located within the Township of Ashfield-Colborne-Wawanosh,

a total of 5 gross ha (12 gross acres) of zoned industrial lands have been identified. In most cases, future dry industrial development within Villages and Hamlets would require amendments to existing zoning by-laws and would be subject to further planning studies to assess the impacts on surrounding land uses.

In determining the net vacant land inventory, adjustments for environmental features, utility corridors and hydrological features were identified. Further, larger vacant parcels (i.e. 2 ha or greater) which were not considered shovel ready were also subject to an additional downward adjustment to reflect internal infrastructure (i.e. roads, stormwater ponds, easements, etc.) with a net to gross adjustment of 75%. In accordance with the aforementioned adjustments for internal infrastructure and other non-developable features, the County's net vacant designated industrial land supply is estimated at 239 net ha (591 net acres).

The net vacant Employment Land supply by settlement area is presented in Figure 4-1. As shown, the largest percentage share of serviced or serviceable vacant designated Employment Land supply is located in Exeter, followed by Goderich and East of Goderich. These two areas comprise approximately 51% of the County's vacant designated serviced/serviceable industrial land supply. The County's remaining vacant designated serviced/serviceable industrial land supply is disbursed amongst the County's other serviced eight industrial areas. Figure 4-2, summarizes the supply of vacant designated serviced/serviceable industrial lands by industrial area in descending order by industrial area.

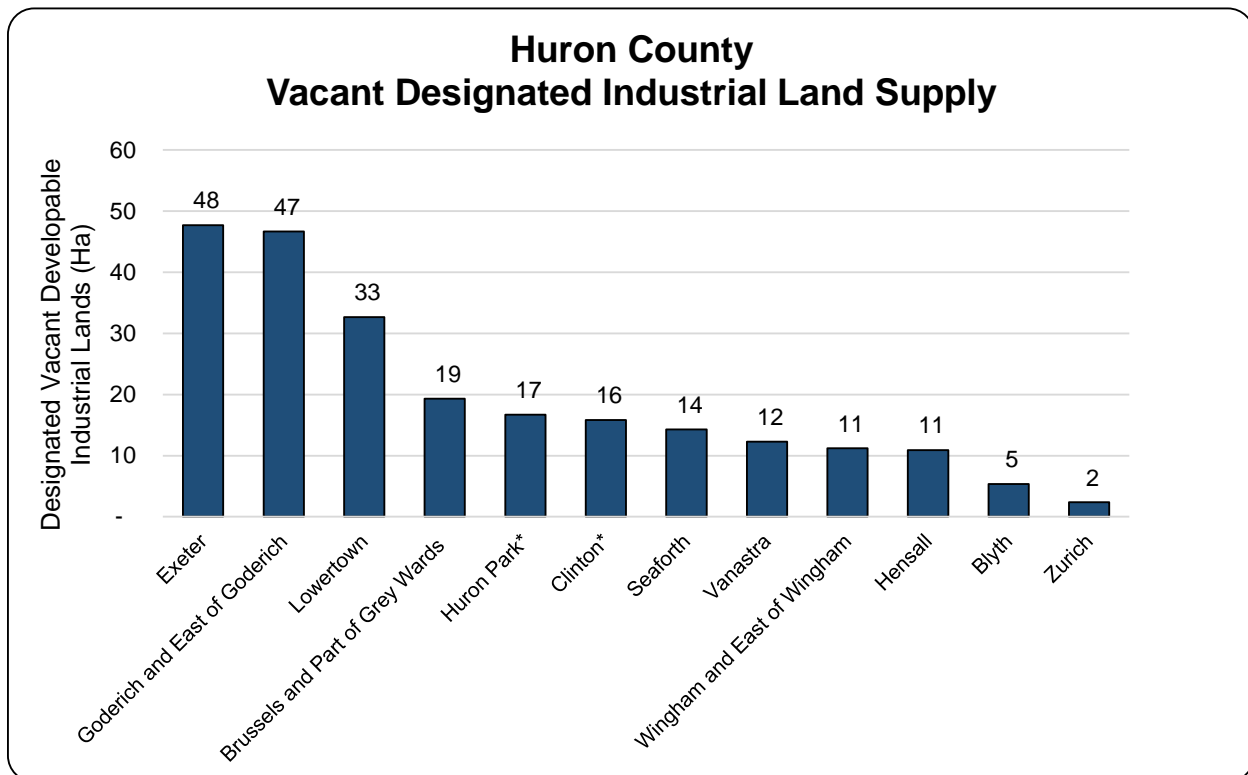
**Figure 4-1
Huron County
Gross vs. Net Supply of Employment Lands**

Settlement	Total Gross Developed Hectares	Total Gross Vacant (A) Hectares	Environmental Constraints/Utility Corridors (B) ¹ Hectares	Adjustment for Roads and Other Internal Infrastructure (C) ² Hectares	Net Vacant Industrial Land Supply (D = A-B-C) Hectares
Industrial Lands Serviced with Water and Sewer within Urban Settlement Areas					
Blyth	5	7	-	2	5
Brussels & Part of Grey Wards	7	24	-	4	19
Goderich and East of Goderich	103	68	11	11	47
Wingham and East of Wingham	34	14	-	3	11
Exeter	71	69	6	15	48
Hensall	42	16	1	3	11
Huron Park ³	37	22	-	5	17
Seaforth	30	18	-	4	14
Vanastra	19	16	-	3	12
Zurich	1	3	-	1	2
Total	349	258	18	53	187
Dry Industrial Land within Urban Settlement Areas					
Clinton ³	16	20	-	4	16
Lowertown	21	44	1	10	33
Total	37	64	1	14	49
Dry Industrial Land within Rural Villages/Hamlets					
ACW (Dungannon)	3	5	-	1	4
Total Industrial Lands within Huron County					
Huron County Total	388	327	20	68	239

Source: Watson & Associates Economists Ltd. 2015

1. Includes woodlots, environmental constraints, and major pipelines
2. A downward adjustment of 25% to larger un-subdivided parcels (after environmental/utility take-outs) has been applied to account for the internal infrastructure and municipal reserve requirements
3. Approximately 18.5 hectares of the net developable vacant land supply has been identified as potential redevelopment sites located in Clinton and Huron Park

Figure 4-2



Long-term land vacancy (i.e. vacant industrial parcels) is a common characteristic which is experienced in mature industrial parks throughout Ontario, including Huron County. Typically, as industrial/business park lands are brought to market, the more marketable and developable industrial sites absorb first. Often the remaining less-marketable sites are fragmented throughout the industrial park, which limits their potential for larger scale development. Invariably, many of these sites remain vacant over the longer term, due to their limited market choice to end users. Accordingly, additional reductions to the net developable vacant industrial land supply have been made to account for long-term land vacancy, as summarized in Figure 4-3. This adjustment accounts for sites or portions of sites which are unlikely to develop over the long term due to odd/small lot sizes and poor configuration, unfavourable site conditions, underutilized industrial sites and site inactivity/land banking, which may tie up potentially vacant and developable lands. For the purpose of this analysis, an estimate of approximately 25% long-term land vacancy has been used, i.e. 75% of the total net vacant industrial land supply. Adjusted for land vacancy, the County's net developable vacant designated industrial land supply is 180 net ha (445 net acres).

Figure 4-3
Huron County
Net Supply of Employment Lands Adjusted for Long-Term Vacancy

Settlement	Total Gross Developed Hectares	Net Vacant Industrial Land Supply (D) Hectares	Long-term Land Vacancy Adjustment (E) ¹ Hectares	Net Developable Vacant Industrial Land Supply Adjusted for Long-Term Vacancy (F = D - E) Hectares
Industrial Lands Serviced with Water and Sewer within Urban Settlement Areas				
Blyth	5	5	1	4
Brussels & Part of Grey Wards	7	19	5	14
Goderich and East of Goderich	103	47	12	35
Wingham and East of Wingham	34	11	3	8
Exeter	71	48	12	36
Hensall	42	11	3	8
Huron Park ²	37	17	4	13
Seaforth	30	14	4	11
Vanastra	19	12	3	9
Zurich	1	2	1	2
Total	349	187	47	140
Dry Industrial Lands within Urban Settlement Areas				
Clinton ²	16	16	4	12
Lowertown	21	33	8	24
Total	37	49	12	36
Dry Industrial Land within Rural Villages/Hamlets				
ACW (Dungannon)	3	4	1	3
Total Industrial Lands within Huron County				
Huron County Total	388	239	60	180

Source: Watson & Associates Economists Ltd. 2015

1. Long-term industrial land vacancy adjustment = 25% of net developable vacant land accounts for industrial land sites, which may not develop over the long term due to underutilization of industrial sites and sites inactive/land banking

2. Approximately 18.5 hectares of the net developable vacant land supply has been identified as potential redevelopment sites located in Clinton and Huron Park

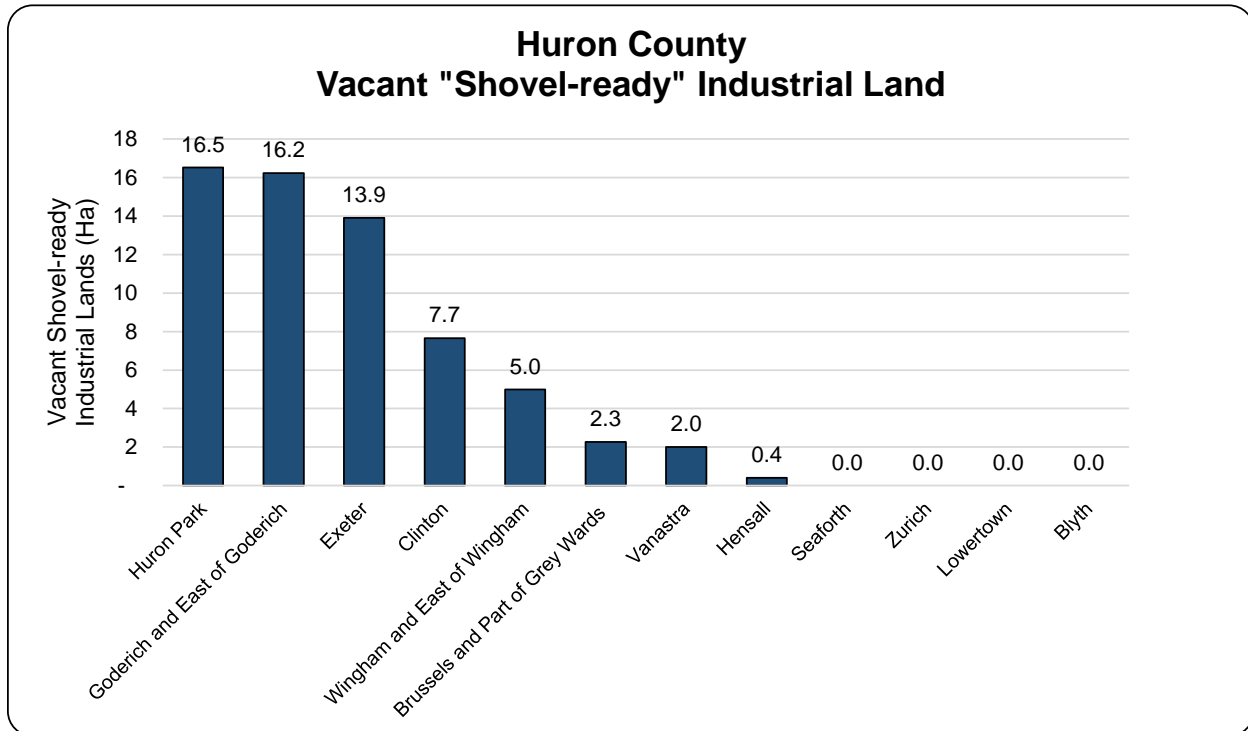
4.2 Serviced Shovel-ready Lands

Based on further review of the net vacant Employment Land supply, it was determined that the County has 64 net ha (158 net acres) of shovel-ready¹ net vacant Employment Land. Figure 4-4 summarizes the share of shovel-ready net vacant industrial land by Employment Area. As shown, nearly 51% of the County's shovel-ready vacant Employment Lands are located in either Goderich and East of Goderich or Huron Park. This is followed by Exeter and Clinton which have approximately 22% and 13% of the County's shovel-ready vacant Employment Lands respectively. In comparison, Wingham, Vanastra, Brussels and Hensall have a limited supply of shovel-ready

¹ "Shovel-ready" lands are defined as those that are serviced and zoned and generally considered potentially developable within the next 6 months.

industrial lands, while Seaforth, Zurich, Lowertown and Blyth currently do not have any shovel-ready Employment Land.

Figure 4-4



4.3 Market Choice Requirements – Huron County Employment Lands

From a market choice perspective, one of the most important employment site selection criterion, which is partially controllable by the County and its local municipalities, relates to ensuring that an ample supply of suitable vacant serviced (and serviceable) Employment Lands is available for purchase and absorption. This involves providing a readily available and serviced Employment Land supply which is beyond forecast absorption levels over the next five years, to fully provide for a range of site selection choices with respect to:

- price;
- site size;
- availability and cost of servicing;
- neighbourhood and setting;
- zoning;
- visibility;

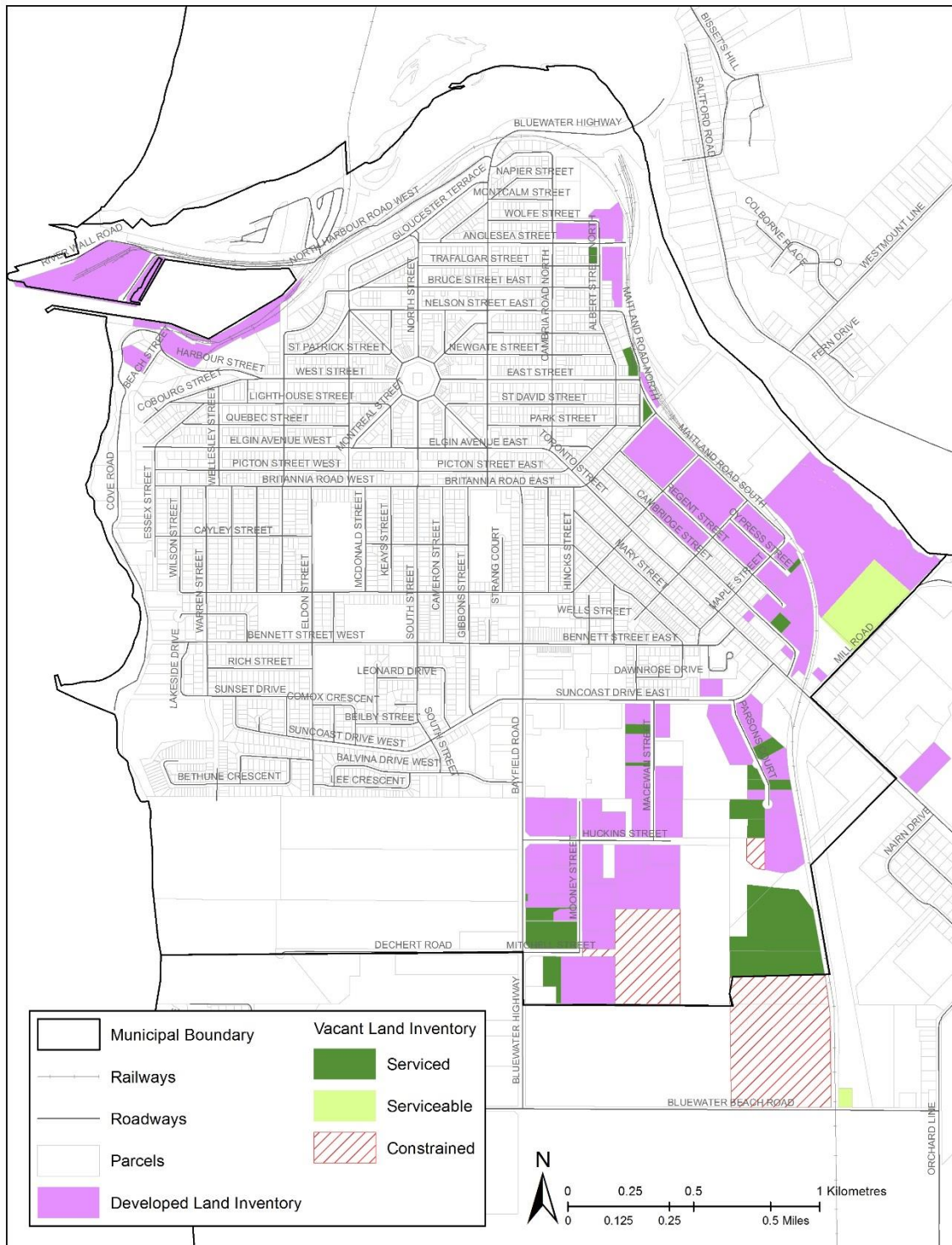
- highway access;
- privacy;
- topography;
- environmental conditions;
- tenure (lease vs. design build vs. own); and
- other industrial land market requirements which can be added, including soil conditions, site proportioning (frontage to depth), timing of servicing, site expandability, etc.

Huron and its local municipalities need to provide a balanced inventory of shovel-ready and designated developable vacant Employment Lands that is sufficient to meet market demand in the short to medium term. As previously indicated, there are some settlement areas that currently have limited to no shovel-ready Employment Lands, which may limit development potential. While other Employment Areas (i.e. Huron Park, Goderich and East of Goderich, Exeter) have a relatively healthy supply of shovel-ready lands in small- to medium-sized parcels, these settlement areas currently have a limited number of larger vacant industrial land parcels (i.e. 5 ha and greater) available for development.

4.4 Geographic Location of Development and Vacant Employment Lands Supply

Figures 4-5 through 4-15 geographically illustrate the location of the County's developed and vacant Employment Land supply by industrial area. For each industrial area the supply of vacant Employment Lands has been summarized by availability (i.e. serviced, serviceable and constrained). Appendix C provides further details with respect to existing designated Employment Lands which are suitable for infill, expansion or redevelopment. Appendix D provides a summary of recent development activity on designated Employment Lands between 2010 and 2014. As identified, a portion of recent industrial/commercial development activity on Employment Lands in Huron County has occurred on occupied/development lands. This suggests that further opportunities may exist for intensification on Employment Lands in Huron County. However, while future industrial intensification opportunities may exist, subject to further discussions with existing industrial land owners, larger-scale opportunities are potentially limited to the former Centralia College lands in Huron Park and a 10-acre site in the Clinton Industrial Area.

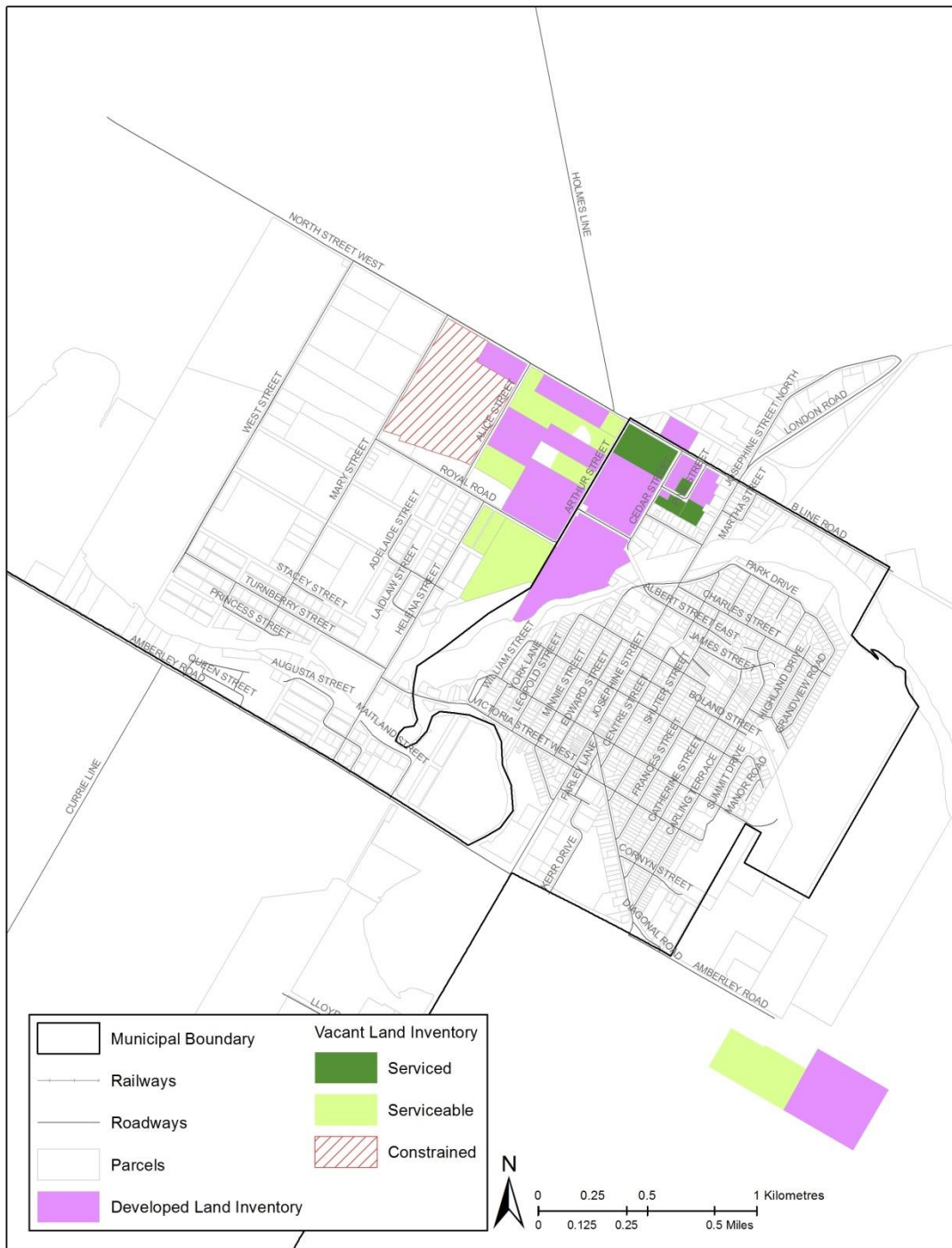
**Figure 4-5
Goderich and East of Goderich
Vacant Employment Lands**



**Figure 4-6
Exeter
Vacant Employment Lands**



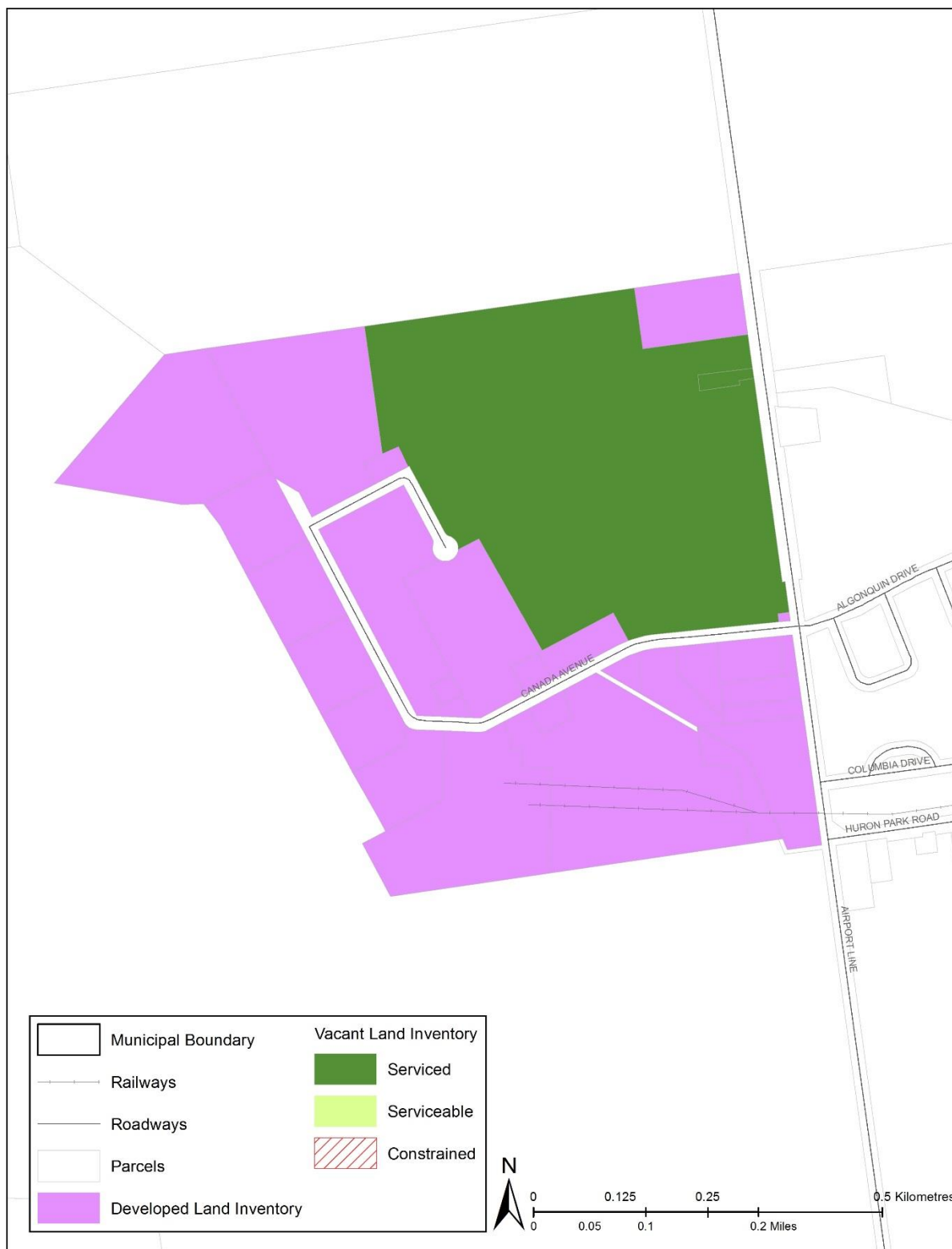
**Figure 4-7
Lowertown, Wingham and East of Wingham
Vacant Employment Lands**



**Figure 4-8
Brussels
Vacant Employment Lands**



**Figure 4-9
Huron Park
Vacant Employment Lands**



**Figure 4-10
Clinton
Vacant Employment Lands**



**Figure 4-11
Seaforth
Vacant Employment Lands**



**Figure 4-12
Vanastra
Vacant Employment Lands**



**Figure 4-13
Hensall
Vacant Employment Lands**



Figure 4-14
Blyth
Vacant Employment Lands



**Figure 4-15
Zurich
Vacant Employment Lands**



5. Employment Land Needs

The following section provides an assessment of the County's long-term Employment Land needs based on an analysis of Employment Land demand against net developable industrial land supply.

5.1 County-wide Employment Land Demand, 2015-2034

Based on a review of regional and local economic trends, Huron County is anticipated to experience moderate employment growth on Employment Lands over the next 20 years in the following sectors:

- Medium- and small-scale manufacturing;¹
- Agricultural and food processing;
- Transportation and warehousing;
- Wholesale trade;
- Construction (i.e. residential farm construction, windmills, etc.);
- Business services;
- Public administration; and
- Employment supportive retail and personal services.

While forecast employment growth on Employment Lands in Huron County is anticipated to be modest, the County will continue to require land for industrial and commercial development. It is anticipated that new development on Employment Lands will be accommodated in both greenfield areas and redevelopment areas, as well as expansions to existing facilities, i.e. infill/intensification.

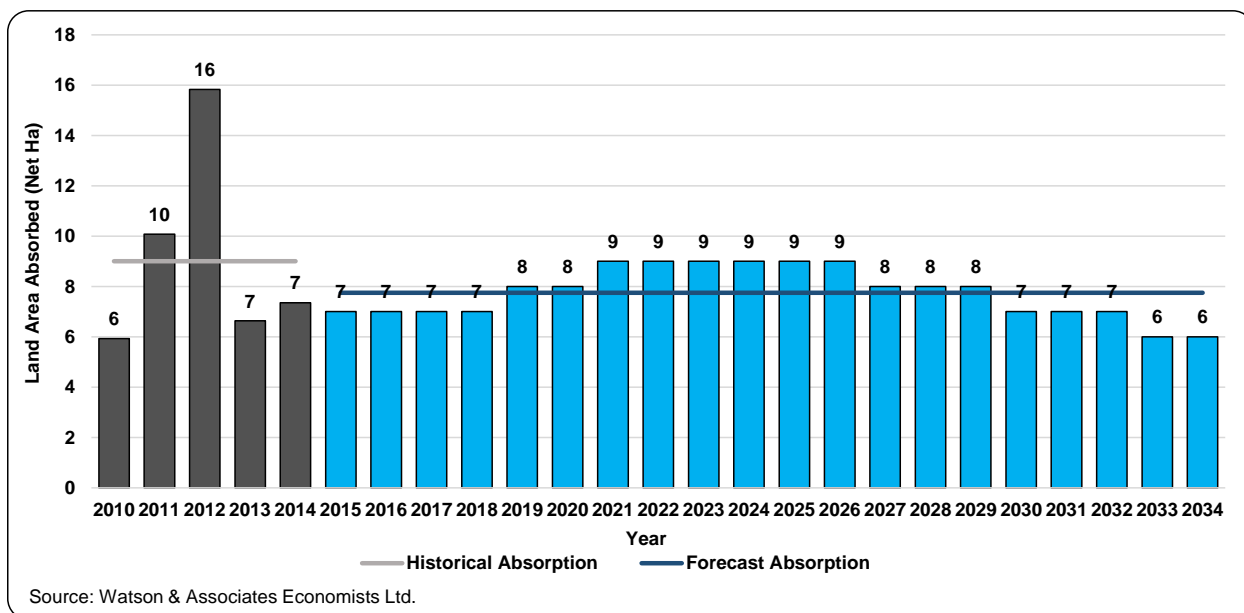
As summarized in Figure 5-1, Huron County is forecast to absorb an average of approximately 8 net ha (20 net acres) per year. This forecast is grounded against recent absorption rates and employment density trends within the County's industrial areas. While historical industrial employment growth has been modest, recently absorbed industrial uses have generated low average employment densities (i.e. employees per net ha), which in turn generates a large demand for Employment Lands relative to forecast industrial employment growth.

Recent Employment Land absorption within the County has been largely tied to the agricultural sector which tends to be land extensive. As such, there is the need to

¹ For the purpose of the Huron County E.L.S. small to medium-scale manufacturing is defined as manufacturing businesses with less than 50 full-time employees.

accommodate new development within this sector, as well as the expansion of existing businesses which support the agricultural economy. To adequately accommodate growth in the agricultural industry, the County requires a greater supply of larger “shovel-ready” sites which can support direct operations including on-site storage, transportation and distribution requirements.

**Figure 5-1
Huron County
Annual Industrial Land Needs Forecast, 2015-2034**



5.2 Employment Land Demand by Area Municipality, 2015-2034

As summarized in Figures 5-2a and 5-2b, the demand for industrial lands in Huron County will largely be concentrated in the larger urban areas. Goderich and East of Goderich are forecast to account for 39% of industrial land demand, followed by Hensall at 26%, Exeter at 7% and Huron Park at 7%. The remaining industrial areas are forecast to each accommodate approximately 3% of forecast County-wide Employment Land absorption.

**Figure 5-2a
Huron County
Forecast Industrial Land Demand by Industrial Area, 2015-2034**

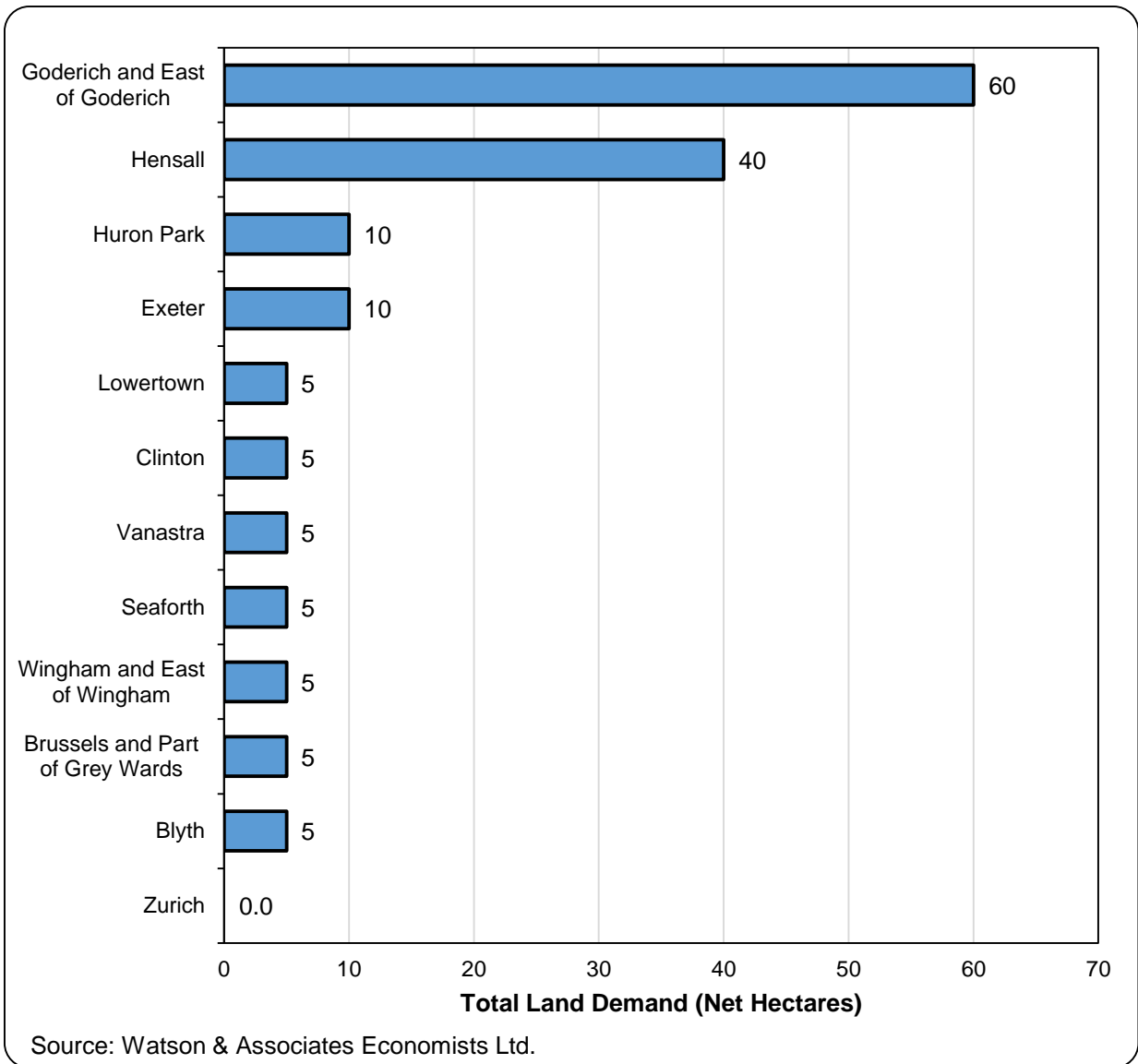
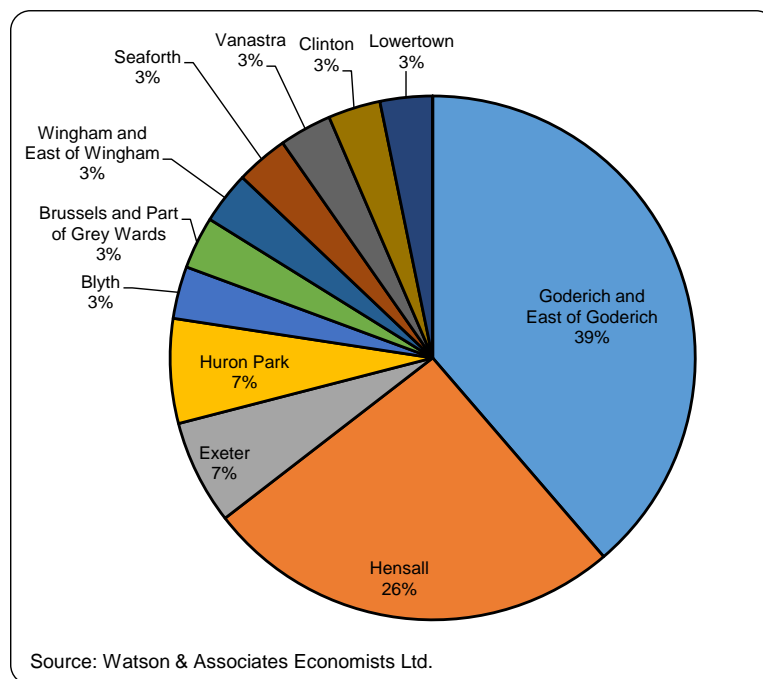


Figure 5-2b
Huron County
Forecast Percentage Industrial Land Demand by Industrial Area, 2015-2034



5.3 Employment Land Needs by Industrial Area, 2015-2034

Figure 5-3 summarizes the County's Employment Land needs by industrial areas over the next 20 years. While most of the County's industrial areas have a sufficient long-term supply (i.e. 20 years) of vacant designated and zoned industrial lands, there is an insufficient supply of "shovel-ready" industrial lands within all of its existing industrial areas. Efforts need to be made to increase the County's supply of "shovel-ready" industrial lands, most notably larger parcels. The shortfall of "shovel-ready" industrial lands is particularly an issue for the Hensall Industrial Area.

As summarized in Figure 5-3, a significant industrial land shortfall has been identified for both Goderich and East of Goderich and the Hensall Industrial Area. The requirement for future industrial expansion in Goderich and East of Goderich is anticipated to be longer term (i.e. 10+ years for additional designated and zoned industrial lands). A total long-term industrial land need of approximately 33 net hectares (83 net acres) has been identified for this area. Industrial land needs in Hensall are more immediate (i.e. 1 to 3 years for additional designated and zoned industrial lands). A total industrial land need of approximately 42 gross hectares (104 gross acres) has been identified for this area.¹

¹ Excludes land requirements associated with non-developable environmental features.

Figure 5-3
Huron County
Industrial Land Need Forecast by Industrial Area, 2015-2034

Settlement	Total Demand Net Hectares	Annual Demand Net Hectares	Total Supply Net Hectares	Land Need Shortfall/Surplus Net Hectares	Land Need Shortfall/Surplus Gross Hectares
Industrial Lands Serviced with Water and Sewer within Urban Settlement Areas					
Blyth	5	0.3	4	-1	-1
Brussels and Part of Grey Wards	5	0.3	14	9	13
Goderich and East of Goderich	60	3.0	35	-25	-33
Wingham and East of Wingham	5	0.3	8	3	5
Exeter	10	0.5	36	26	34
Hensall	40	2.0	8	-32	-42
Huron Park ³	10	0.5	13	3	3
Seaforth	5	0.3	11	6	8
Vanastra	5	0.3	9	4	6
Zurich	0	0.0	2	2	2
Sub-Total	145	7.3	140	-5	-6
Dry Industrial Lands within Urban Settlement Areas					
Clinton ³	5	0.3	12	7	9
Lowertown	5	0.3	24	19	26
sub-Total	10	0.5	36	26	35
Total Huron County	155	7.8	177	22	29

Source: Watson & Associates Economists Ltd. 2015

Numbers do not add precisely due to rounding

1. Includes woodlots, environmental constraints, and major pipelines

2. A downward adjustment of 25% to larger unsubdivided parcels (after environmental/utility takeouts) has been applied to account for the internal infrastructure and municipal reserve requirements.

3. Approximately 18.5 hectares of the net developable vacant land supply has been identified as potential redevelopment sites located in Clinton and Huron Park.

Notwithstanding the County-wide industrial over-supply, there are significant mismatches in supply and demand by industrial area within the County. Each of the County's industrial areas attract different industrial markets given their location, access, proximity to labour, proximity to urban amenities, price of land, permitted uses, and character. As such, it is not appropriate to compensate an employment deficit in one industrial area with a surplus in another industrial area.

5.4 Response from Local Industrial Realtors

Local industrial realtors in Huron County were consulted through telephone interviews to obtain their perspectives on the Huron County industrial land market in terms of its general health, opportunities/challenges and recent trends. The following are the key responses from these interviews:

- The industrial market has been relatively weak throughout Huron County in recent years;
- The industrial market is largely tied to the agricultural sector;
- Demand for new industrial lands is more likely to arise from expansions to existing businesses as opposed to new industry;

- Existing industrial and commercial building vacancy rates are relatively low. There are limited opportunities to accommodate building needs in the 5,000 to 10,000 sq.ft. range. Buildings of this size are not staying on the market long;
- Industrial land supply is sufficient to accommodate long-term demand; the issue has more to do with development feasibility;
- Industrial development is not feasible in Huron County due to excessive site development costs (i.e. engineering works, stormwater drainage, required studies, etc.);
- These additional costs make development uneconomical, especially for smaller-scale development; and
- Area municipalities should consider absorbing a portion of the development costs associated with developing industrial lands.

5.5 Conclusions

In accordance with forecast long-term demand for Employment Lands over the next 20 years and net developable (serviced/serviceable) Employment Land supply, the County will need to consider future expansion of its Employment Areas in Goderich and East of Goderich and Hensall. The requirement for future industrial expansion in Goderich and East of Goderich is anticipated to be longer term (i.e. 10+ years), while industrial land needs for Hensall are more immediate. In addition to the above-noted requirements for future industrial expansion, the County will also need to make efforts to increase its current supply for shovel-ready industrial lands.

6. Marketing Strategy

6.1 Introduction

This chapter provides an approach to a general marketing strategy for Huron County as it relates to targeting, promoting, attracting and developing industrial and commercial land uses in its Employment Areas.

The County's Employment Areas are important to the County's economy and account for a significant percentage of jobs in the County. With a total gross developable area of 715 gross ha (1,767 gross acres)¹ the County's Employment Areas can accommodate a wide range of industrial, commercial and employment-supportive land uses.

To ensure the success of Huron County's Employment Areas, marketing efforts must be geared towards both the broader strengths of the County as well as specific target sector investment attraction efforts. While it is beyond the scope of this assignment to develop and implement sector specific marketing strategies for the Employment Lands in Huron County, it is critical to understand the following general issues to facilitate development on Employment Lands:

- What target employment sectors should specific marketing strategies be geared towards?
- What are the regional and local attributes which these target sectors typically required to be competitive and successful?
- What marketing and communication tools can be used to inform prospective industries about the opportunities in Huron County?
- What is the recommended approach to measure and monitor the success of marketing and economic development efforts geared towards Huron County's Employment Lands?
- What is the role of the municipal sector in industrial land development in Huron County?

¹ Refer to Figure 4-1, herein.

6.2 Market Definition and Segmentation

Given the local and regional infrastructure assets located within and surrounding Huron County, the County is well positioned to accommodate development on its Employment Lands across a broad range of industrial and commercial industry sectors, including:

- Advanced manufacturing;
- Agri-business and food processing;
- Transportation, warehousing and wholesale;
- Business services;¹ and
- Employment supportive uses.

The growth of these broad employment sectors (and the specific industry clusters within them) will ultimately depend on the evolving nature of macro-economic trends (i.e. trends in domestic manufacturing, etc.), the impacts of government stimulus and initiatives (i.e. green energy solutions), as well as the competitive forces which influence the ongoing success of the industry within a particular region.

6.3 Target Sector Needs and Requirements Analysis

The following section provides an overview of the general requirements for each of the broad target sectors identified for Huron County's Employment Lands, in terms of location, infrastructure, market conditions, facility needs, and land use. These target sectors have varying regional and site requirements and the Employment Lands in Huron County offer many of the attributes desired, as illustrated in Figure 6-1. These are discussed in detail herein by target market sector.

Many of the target sectors share similar regional and local site requirements. Over emphasizing attributes that are of less value to a given sector can dilute the intended message regarding the advantage of locating in Huron County. Attributes which are valued across a wide number of sectors can be included in more general promotional materials, while attributes which are valued in only select target sectors are recommended to be kept within respective target sector marketing efforts.

¹ Including professional, scientific and technical services, information and cultural services, real estate, insurance and financial services, and education and training.

Figure 6-1
Target Sector Requirements - Huron County Industrial Areas

Advanced Manufacturing	Agri-Business & Food Processing	Business Services	Transportation & Warehousing & Wholesale	Employment Supportive Uses
<ul style="list-style-type: none"> ✓ Access, exposure and proximity to highways ✓ Availability of skilled and unskilled labour force pool, union vs. non-union environment ✓ Proximity to suppliers and/or customer-base ✓ Proximity to surrounding employment markets and related industry clusters ✓ Competitive wage rates ✓ Nearby or local training and education facilities ✗ Available industrial space for lease or purchase for small businesses ✗ Proximity to U.S. border 	<ul style="list-style-type: none"> ✓ Access to highways and proximity to major transportation infrastructure networks to facilitate the movement of goods for export (ports and rail freight services) ✓ Proximity to storage facilities (grain elevators), lands with provisions for laydown yards or open storage ✓ Availability of agriculture land and/or proximity to agricultural grower base ✓ Proximity to surrounding employment markets and related industry clusters ✓ Competitive wage rates 	<ul style="list-style-type: none"> ✓ Competitive wage rates ✓ Availability of skilled labour force pool ✓ Proximity to off-site amenities ✗ Access to on-site amenities ✗ Prestige office/light industrial setting ✗ Incubator Facilities ✗ Available office space for lease or purchase 	<ul style="list-style-type: none"> ✓ Access to major high-ways with limited traffic congestion and highway tolls ✓ Competitive land prices ✓ Market choice by site size, configuration, zoning, location, etc. ✓ Expansion potential ✓ Truck access, loading/unloading requirements ✓ Intermodal transportation potential, proximity to major infrastructure ✓ Proximity to customer base ✗ Adjacent, designated, zoned and serviced/serviceable industrial lands for future expansion ✗ Proximity to U.S. border 	<ul style="list-style-type: none"> ✓ Exposure and configuration within industrial/business district ✓ Local traffic volumes and flow ✓ Proximity to employment and population base ✓ Competitive wage rates

Through an understanding of the key attributes of the respective target sectors, more efficient sector-specific marketing strategies can be developed which will aid in the creation of a positive market perception of Huron County. Also, it will provide crucial information needed when making general development decisions that could positively or negatively affect the value of the development to the target sectors identified.

6.3.1 Advanced Manufacturing

Advanced manufacturing is the use of innovative technology to improve products or processes. Businesses within this sector have a unique set of requirements in order to run their operations efficiently, most of which Huron County is able to provide. The most relevant of these needs are as follows:

- Access to highways;
- Access to skilled and unskilled labour;
- Proximity to markets and related industry clusters;
- Compatible surrounding lands;
- Market choice of vacant Employment Lands and land availability in adjacent areas for future on-site or off-site expansion;
- Competitive land prices; and
- Availability of industrial space for lease or purchase.

Competing regions looking to expand their economic base by attracting advanced manufacturing firms must be capable of providing for the time-sensitive needs of this employment sector, while simultaneously providing a skilled workforce, competitive land prices, as well as on-site and off-site amenities. Attention to value-add services tailored to meet the current and forecast needs of this sector is critical as the County's Employment Lands evolve.

For rural Ontario municipalities such as Huron County, business expansion is more likely to come from the expansion of existing employers rather than the attraction of new businesses. As such, there is a need to ensure that expansion requirements from existing manufacturing businesses can be accommodated. Building space requirements are typically in the 5,000 to 10,000 sq.ft. range for industrial buildings. There is also a need to ensure that sufficient market choice of shovel-ready vacant lands is provided, as well as land availability for future on-site or off-site expansion.

6.3.2 Agri-Business and Food Processing

Agri-business and food processing provide an opportunity to deepen agricultural activity and increase productivity of the industry by providing value-add products and services. Huron County has a strong agriculture base from which to draw, having the second largest share of operating farms in Southern Ontario (second to Wellington County)¹ and over 711,500 acres of farm land² and more gross farm receipts than any other County or District in the Province. The availability of agriculture land and/or local growers in the area is paramount to this industry. The following attributes that are considered important by firms in this industry when expanding or entering a market:

- Availability of agricultural land and/or local growers in the area;
- Proximity to storage facilities (such as grain elevators), or lands with provisions for laydown yards or open storage;
- Access to highways and proximity to major transportation infrastructure networks to facilitate the movement of goods for export (ports and rail freight services);
- Proximity to surrounding employment markets and related industry clusters; and
- Competitive land prices.

Huron County has a major transportation infrastructure network that supports its agricultural industry, including a seaway depth port in Goderich with short-line rail freight service (Goderich-Exeter Railway). The Goderich-Exeter Railway spans the County and reaches prime agriculture producing regions including Middlesex County, Wellington County and the Waterloo Region. The rail line interchanges with C.N. in London and Toronto, the Canadian Pacific Railway in Kitchener and with the Ontario Southland Railway in Guelph. The Goderich-Exeter Railway handles approximately 25,000 cars per year with commodities such as salt and fertilizer, wheat, grains, soy meal and rice, and automotive parts.³ The Goderich port and the Goderich-Exeter Railway are major assets for the agri-business and food processing industry, allowing for the movement of raw and processed goods in Ontario and beyond.

¹ Based on Statistics Canada 2011 Census of Agriculture.

² Huron County website. Economic Development, Agriculture.
<http://huroncounty.ca/econdev/agriculture.php>. Accessed June 18, 2015.

³ Genesee and Wyoming Inc. website. Goderich-Exeter Railway Overview.
http://www.gwrr.com/operations/railroads/north_america/goderichexeter_railway.be#Overview. Accessed June 18, 2015.

6.3.3 Transportation, Warehousing and Wholesale Trade

The transportation, warehousing and wholesale trade sector typically has numerous regional and local site requirements. This is due mainly to the larger land requirements of this sector, as well as the importance of being in close proximity to its service markets. Based on these features of the sector, the following are key desired site attributes to be considered:

- Access and proximity to limited-access highways;
- Competitive land prices;
- Availability of large tracts of land for development and future expansion;
- Flexibility of zoning, parcel configuration;
- Compatible surrounding land uses;
- Intermodal transportation potential; and
- Proximity to markets, U.S. border.

When combined effectively, these attributes contribute to the efficiency and ultimately the profitability of transportation, warehousing and wholesale firms. Generally, businesses within this sector require competitive land pricing for large, flexible tracts of land required for the large warehouses, storage yards and shipping areas. Locational requirements are focused on direct access to process distribution channels through various modes of transportation.

The structure of the Canadian economy focuses attention on logistics as a source of competitive advantage, because it is increasingly dependent on trade. In addition, the growing interdependence of companies and their suppliers continues to increase the importance of this integrated business process. In turn, this is driving the need for more, bigger and better-located warehouses and logistics facilities.

This sector is about the movement and storage of commodities. Further, this sector plays a supportive role for other sectors, such as retail, manufacturing and agriculture. For Huron County the strength of this sector will play a role in further developing the agri-business/food processing and advanced manufacturing sectors.

6.3.4 Business Services

Business services firms interested in operating in an area such as Huron County are generally dependent on the following characteristics for efficient and competitive operation of their businesses:

- Prestige office/light industrial setting;
- Access and exposure to arterial roads and limited-access highways;
- Access to skilled and unskilled labour;
- Proximity to markets and related industry clusters;
- Access to on-site amenities and proximity to off-site amenities;
- Access to skilled labour force;
- Availability of supporting infrastructure and resources (i.e. training/research and incubator facilities, synergies with post-secondary institutions); and
- Availability of office space for lease or purchase.

As previously discussed in Chapter 2, there is a trend towards more knowledge-intensive and creative forms of economic activity across both the broader and local economies. This trend includes growth in financial services, real estate, agri-business, professional and scientific services, information technology, health and social services, advanced manufacturing, education and the broader public sector.

In planning for growth over the long term, these sectors are anticipated to be amongst the key emerging growth areas of the local economy. Huron County has a limited supply of serviced or serviceable industrial land available to accommodate this form of employment growth.

There is a strong connection between the physical and social quality of place and economic growth in the knowledge-based and creative-based industries. Urban communities that offer a compact and pedestrian-oriented environment with amenities, entertainment and cultural activities are more likely to create a sense of place and quality of life that will contribute to attracting jobs and talent. Based on our review, the County's larger urban areas would be the best suited location to encourage and accommodate this form of employment growth.

6.3.5 Employment Supportive Uses

Employment supportive uses include retail, accommodation and food services, business supportive services (e.g. courier services) as well as institutional and personal services (e.g. daycare facilities, fitness centres). Employment supportive uses play a critical role in the development of both a community culture, as well as creating functional, pedestrian-friendly and complete Employment Areas. Employment supportive uses are dependent on the following attributes:

- Access/exposure and proximity to highways;

- Proximity to employment and population base;
- Minimal potential conflicts with industrial land uses; and
- High degree of visibility.

Assuming that logistical and exposure needs are met, and the area is considered profitable for operations, the firms in this sector will typically balance land prices against access to their customer base when making site location decisions.

6.4 Promotional Tools and Incentives

There are a range of promotional tools and incentives which can be used by the County to inform prospective industries about the opportunities in Huron County and its communities. It is recommended that promotional tools are designed to reach both broad and narrow business audiences. Promotional tools and incentives include:

- Business Attraction and Information Packages:
 - Community profile and brochure featuring photographs, location maps, site availability and pricing, sector information, planning and servicing information and other highlights;
- Sub-sector Industry Cluster Analysis:
 - Building on the target sector analysis, showcase specific industry clusters and their importance to the County's economic performance;
 - Review and analyze industry trends and opportunities as they relate to future investment for Huron County;
 - Identify Huron County's competitive strengths;
- Press Releases, Newsletters, Report to Stakeholders, Entrepreneur Video Stories:
 - An annual report to stakeholders provides Huron County an opportunity to summarize key milestones and future steps regarding the development of Huron County and its communities;
 - Semi-annual newsletters to stakeholder groups are also recommended to provide an update on local events and showcase specific success stories within target industry sectors;
 - On-line video segments which capture stories of accomplished Huron County businesses;
 - Focus on local business growth, innovation and business attraction strategies;

- Tradeshow Booths and Panels:
 - Showcase Huron County at major trade events across Ontario and Canada;
 - Provide information to prospective firms.

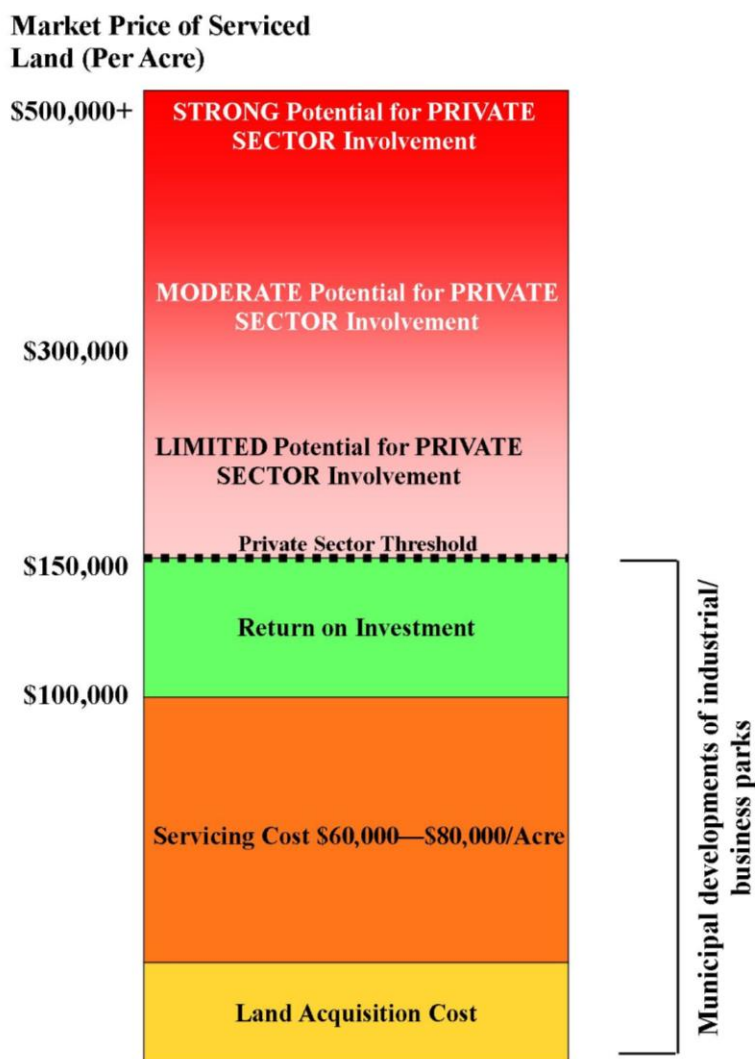
6.5 Exploring the Role of the Public Sector Regarding Employment Development in Huron County

In recent decades, most industrial/business parks in Ontario within municipalities outside the Province's largest urban centres, including the Greater Toronto Area (G.T.A.) and the Greater Ottawa Area, have been municipally developed; whereas, in the G.T.A. and Ottawa, Employment Lands have been largely privately developed. Examples of communities which are active with respect to municipal land development on Employment Lands include the City of London, the City of Belleville, the City of Brantford and the City of Kingston.

Relatively low land prices and slower rates of development activity in these communities, compared to the G.T.A., create difficulties in attracting and sustaining private sector development of industrial lands. The relatively low market price of serviced land creates conditions that limit private sector interest and involvement in industrial land development (i.e. the costs of servicing lands are too high relative to market prices of serviced land). The absence of the private sector necessitates municipal development of industrial/business parks. Under these circumstances, many municipalities take a pro-active approach and develop municipal industrial/business parks, investing municipal dollars to buy, subdivide and fully service the land. Recouping municipally funded servicing costs (in full or in part) occurs through land sales to end users who then develop the parcels.

Figure 6-2 illustrates the cost components to servicing land, the potential return on investment and the corresponding market price of land required to sustain the private-sector development market. Servicing land is a costly undertaking, typically averaging between \$60,000-\$80,000 per acre. Factoring in the cost of land acquisition (typically between \$20,000 and \$40,000 per acre), the total cost of serviced land can easily exceed \$100,000 per acre. To allow for a minimum return on investment, the market value of serviced land typically has to be in excess of \$150,000 per acre. The potential for private-sector development above this point increases with the market value of serviced land. Most communities in rural Ontario, including Huron County, have land market values well below \$150,000 per acre.

Figure 6-2



Note: Conceptual structure based on sample survey. Local circumstances may vary.

The relatively high threshold point for the private sector is driven by the differing cost/benefit methods and expectations regarding return on investment. The private sector typically only includes the revenue of the sale of the serviced land in its return on investment analysis. This is unlike the public sector which factors in not only the revenue generated from the sale of the serviced land, but also the potential employment, tax assessment and other potential revenues generated from the proposed development. This fundamental difference in approach can have a significant impact in terms of expected return on investment (revenue from sale of serviced land less costs).

6.6 Evaluation of Industrial Land Development Approaches in Huron County

Municipal development can offer many advantages for the County and its area municipalities. Municipal development of Employment Lands tends to provide stronger control over the type, phasing/timing, and appearance of development that can be more consistent and supportive of a municipal strategy and other planning and urban design policy directions.¹ This includes the ability to be more selective in the sale of land to end users and promotion of target sectors.

Under a municipal development scenario, municipal control of project phasing/timing is also generally greater as opposed to being market driven and dependent on private sector interests. Municipal land development, however, typically requires significant financial resources and can expose a municipality to financial and market risk.

6.7 Public-Private Partnerships

Public-private partnerships offer the County an alternative with a number of advantages:

- They are an effective mechanism to minimize risk and/or to share the risk with the private sector;
- Municipalities do not need to finance industrial projects entirely on their own;
- Each party has something unique to offer, potentially creating a “win-win” outcome;
- Municipalities can take advantage of the private sector’s marketing resources or access to private-sector financing; and
- The private sector can take advantage of municipal clout, which offers a potentially more efficient means of moving through the development approval process.

The key potential disadvantages are:

- Potential conflicting goals and objectives between the two parties; and
- The private market requires a return on investment which, at current market prices, this potentially constrains the level of servicing and possibly jeopardizes the ability of the County to develop its Employment Areas to standards it would like to see.

¹ Such as urban design and/or environmental guidelines (i.e. eco-industrial principles).

6.8 Business Incubators

With anticipated growth in the knowledge-based economy, there is a need to provide infrastructure and resources which promote and encourage the development of “start-up” industries. Many rural municipalities across Ontario, are now involved in facilitating new small business development through business incubator programs. Business incubators can provide the following:

- Affordable non-residential rental space;
- Use of physical resources (furniture, utilities, etc.);
- Partnerships with the post-secondary institutions and other networks;
- Support in sourcing financial resources; and
- Support in navigating regulatory hurdles.

The following are examples of a wide-range of business incubators in southern Ontario.

1. **Agri-Business Incubator – Township of Cramahe/Northumberland County (Colborne), Ontario**

This agri-business incubator is operated by Northumberland County as a not-for-profit operation and is located in an industrial park in Colborne. The incubator occupies 15,000 sq.ft. of space and provides a number of resources, including rental of equipment to the agricultural/business community on a cost recovery basis, food processing expertise as well as public health to support regulatory and safety requirements. The aim is to support farmers with fruit and vegetable value-adding opportunities to increase farm revenue, helping food entrepreneurs in recipe development and working with processing start-ups and expansions in Ontario with research and development, test batch and small patch co-packing capacity.

Services offered at the agri-business incubator include wash, cut, quick chill, flash freeze, cold/frozen/dry storage, packaging, labelling, a fully equipped commercial kitchen and training facility. Food processing expertise is provided from post-secondary programs – Durham College and Loyalist College.

2. **The Excelerator (Business Incubator) and Two Rivers Food Hub – Town of Smiths Falls, Ontario**

The Excelerator and the Two Rivers Food Hub are located in the Gallipeau Centre (800,000 sq.ft.), a former Ontario Teaching Hospital that once housed 2,600 residents and more than 1,000 staff. The facility was retrofitted to include commercial spaces, 30

apartment units and recreational uses, in addition to the business incubator and the regional food hub. This facility is privately owned by Gallipeau Construction.

Business incubators can also provide short-term or occasional renting options. The Excelerator in Smiths Falls is a 5,000 sq.ft. facility that offers workspace for home-based and start-up businesses with options to rent a desk, office, meeting room by the hour, day, week or month. The incubator is operated by Valley Heartland Canada Futures Development Corporation and has received funding of over four years through the Eastern Ontario Development Program (E.O.D.P.).

Two Rivers Food Hub provides several commercial grade kitchens that can be rented by farmers or food processors, as well as coolers, freezers, warehousing and storage. In addition, the food hub provides buyers, in particular local restaurants, with a place to purchase local food. The food hub is operated by a grass-roots not-for-profit organization that has received funding from various investors and government organizations, including the Town of Smiths Falls and the Eastern Ontario Development Program (E.O.D.P.).

3. Innovation Centre for Entrepreneurs – City of St. Thomas/Elgin County, Ontario

The Innovation Centre for Entrepreneurs (I.C.E.) is a mixed-use business incubator providing small and growing businesses, including home-based businesses, with all the resources and support they need to grow and prosper. I.C.E. is St. Thomas' and Elgin County's first mixed-use business incubator. The facility is located in St. Thomas, Ontario within the Elgin Business Resource Centre and the Elgin/St. Thomas Small Business Enterprise Centre.

Recently, I.C.E. received funding from Ontario's Rural Economic Development Program to develop a \$110,000 test kitchen to support entrepreneurs hoping to start up specialty-food businesses. It gives food artisans the opportunity to develop products and business acumen. The test kitchen incubator is focusing on specialty-foods businesses which are a growth industry, such as ethnic foods or gluten-free products.

4. IDEAHUB – Municipality of Port Hope, Ontario

Located in Port Hope, Ontario, IDEAHUB is a full-service business incubator project led by the Municipality of Port Hope to foster new business start-ups. The business incubator project is also supported by various partners in the County and has received

funding from FedDev Ontario. According to its website, IDEA HUB has created 64 new jobs and has estimated that over 75% of the tenants have spent \$1 million locally.

The incubator has partnerships with the area's post-secondary institutions, U.O.I.T. and Fleming College. These institutions do not have campuses in Port Hope; however, the incubator provides an opportunity for Fleming College and the University of Ontario Institute of Technology to strengthen their presence in Port Hope.

5. Creative Business Incubator – Municipality of Dysart (Haliburton), Ontario

The Haliburton Creative Incubator is a small facility located in the former Haliburton library in the downtown core. The incubator has provided flexible and affordable space and mentorship for approximately four new and emerging creative businesses in the areas of digital media, high-tech and social enterprises. The incubator is funded through the support of the Ontario Ministry of Culture's Cultural Strategic Investment Fund, Ontario Trillium Foundation, the Eastern Ontario Development Program, Haliburton County Development Corporation, the Municipality of Dysart and the Rotary Club of Haliburton.

6. LaunchIt Minto, Creative Industry Business Incubator – Town of Minto (Harriston), Ontario

As part of the Town of Minto's economic development strategy, the Town, in partnership with the Minto Chamber of Commerce opened a Creative Industry Business Incubator, LaunchIt Minto in 2014. LaunchIt Minto assists new business start-ups in a creative environment. The facility offers a private meeting room, a board room, individual office space and access to office equipment and services. In addition, the incubator offers mentorship and training programs for its tenants, as well as local businesses.

7. P.E.C. Innovation Centre, Technology Incubator – Prince Edward County (Picton), Ontario

The Prince Edward County Innovation Centre offers 25 offices to a community of start-up companies and professional services in 10,000 square feet. The facility offers meeting rooms, a shared kitchen and an overnight guest suite. The facility is privately-owned by Sandbank Homes Inc. and First Stone Venture Partners, a group of investors that provide seed money to high-tech start-up companies. In 2010, Sandbank Homes Inc. purchased a former resort and marina in the Village of Picton and renovated it into office suites for ten technology start-up businesses. Surrounded by recreational

amenities in Prince Edward County, the innovation centre has attracted technology start-up entrepreneurs from across North America.¹

8. University of Western Ontario, Western Research Parks – Sarnia, Ontario

The Western-Sarnia-Lambton Research Park is an example of a research park that is affiliated with a university but is not physically co-located within a university campus. The research park in Sarnia is part of the University of Western Ontario research park program. The park opened in 2003 with 288,000 sq.ft. of space on 80 acres of land. The park was a joint initiative with the County of Lambton, the City of Sarnia, and the University of Western Ontario. The park's primary anchor is the Bowman Centre, Canada's largest clean-tech incubator.

9. Spark Centre, Innovation Durham Northumberland – Northumberland County/Durham Region (Oshawa and Cobourg), Ontario

The Spark Centre is an incubator located in downtown Oshawa with a satellite location in Cobourg. The objective of the incubator is to promote the competitiveness of key industry sectors, including energy, manufacturing, health, digital media and agritech, in Durham Region and Northumberland County. The Spark Centre works closely with the area's colleges and universities, as well as the major research park, MaRS Discovery District in Toronto. Sources of funding and support include municipal governments in the area, the Eastern Ontario Community Futures Development Corporation, Durham Strategic Energy Alliance (D.S.E.A.), the Region of Durham and the Northumberland Manufacturer's Association.

10. Brightenvision Development International, Global Development Centre – Chatham-Kent (Blenheim), Ontario

A private company, Brightenvision Development International purchased the entire industrial park in Blenheim to build a facility that is expected to include 400,000 sq.ft. of workshop, 250,000 sq.ft. of warehouse distribution and 30,000 sq.ft. of service office space. The facility, Global Development Centre, is planned to accommodate 100 small and mid-size manufacturing companies from Asia and Europe by providing them with support to begin manufacturing in Canada. The Municipality of Chatham-Kent is

¹ Small Ontario County Lures Silicon Valley Start-Ups, Globe and Mail, May 7, 2012.

building on this momentum by actively pursuing funding from government and attracting investment from China for other related projects.¹

11. The Eastern Ontario C.F.D.C. Network, Eastern Ontario International Business Incubator – Belleville/Quinte Region, Ontario

The Eastern Ontario C.F.D.C. Network has recently announced the opening of the Eastern Ontario International Business Incubator (E.O.I.B.I.) which will operate out of the former Nortel manufacturing plant in Belleville. The incubator will include 80,000 sq.ft of office, manufacturing and laboratory space. This facility will be Canada's first certified "Soft Landing International Incubator" through a certification by the National Business Incubation Association. The objective of the facility is to promote and facilitate direct foreign business investment in eastern Ontario, and Quinte Region in particular. The facility will target successful manufacturing and technology for small and medium-sized enterprises in Europe and Asia that want to develop operations in eastern Ontario to serve the North American market.

A major source of funding for the incubator is through the FedDev Ontario's Eastern Ontario Development Program (E.O.D.P.) Collaborative Projects stream. The initiative is led by the Quinte Economic Development Commission (Q.E.D.C.). The E.O.D.P. Collaborative Projects stream provides 50 percent matching funds for eligible initiatives that demonstrate broad support from the region and/or various partners, and offers sustainable, measurable, economic benefits to the regional economy.²

6.8.1 Pre-Screening and Provincial Programs

As previously identified, for rural municipalities, business expansion is more likely to come from the expansion of existing employers rather than the attraction of new businesses. As such, there is a need to ensure that both new businesses and expansion requirements from existing businesses can be accommodated. However, in some cases industrial development may not be feasible, especially for smaller-scale development, due to excessive site development costs (i.e. engineering works, stormwater drainage, required studies, etc.).

Given the potential challenges with respect to development feasibility, there is a need to reduce uncertainty associated with planning approvals and development costs. To address this, some Ontario municipalities are undertaking pre-screening of studies

¹ Opening Quinte for foreign investment, The Intelligencer, April 9, 2015.

² Groundbreaking at new \$45-million Global Development Centre, CTV News, September 24, 2014.

required for industrial development (e.g. servicing strategies, environmental studies, source water protection requirements, archaeological assessment studies, etc.). Past and existing provincial programs (Investment Ready Certified Program) exist to help fund a portion of the costs required to make industrial areas/business parks investment ready.

The Township of Morris-Turnberry and the Township of North Huron have created a partnership in developing an industrial land strategy for the Wingham and Lowertown Industrial Areas. The goal of the industrial strategy is to establish development-ready employment/industrial land in both municipalities. To help facilitate development and business expansion, the two municipalities have streamlined the approval process and removed barriers to development. The two municipalities will engage consultants to complete planning studies and assessments required by both municipalities so that these industrial/Employment Lands are development ready. The Rural Economic Development (R.E.D.) program is anticipated to fund a portion of the required planning and servicing studies.

7. Policy Recommendations

The primary objective of the Huron County E.L.S. is to provide a long-term vision for the County which ensures that its area municipalities continue to develop in a competitive and sustainable manner which is well balanced between future population and employment growth. Fundamental to this objective is an adequate supply and market choice of Employment Lands within well-defined designated industrial areas located throughout the County to accommodate demand over the next 20 years and beyond. Employment Areas should be developed in a manner which allows the County's urban settlement areas, hamlets and rural areas to build on past successes, while further enhancing the economic base through continued growth in a diverse range of employment sectors.

The following policy recommendations and action items support the guiding principles of the Huron County E.L.S and build on the existing provincial, County and area municipal planning policy framework. Each strategic recommendation outlines the current issues and opportunities associated with it, as well as policy or process-based actions for Huron County to consider in its land-use and economic development planning activities.

Recommendation 1: Plan for Future Employment Lands Development within Huron County	
Opportunities and Challenges	As identified in Chapter 5, the County is anticipated to absorb a total of 155 net ha (383 net acres) of land within its Employment Areas over the next 20 years. While there is a sufficient supply of serviced and/or serviceable land within most of the County's industrial areas, Employment Land shortfalls have been identified in Goderich and East of Goderich and Hensall.
Recommended Actions	<ul style="list-style-type: none"> • Expand the supply of designated industrial land in Hensall within the next 1 to 3 years by approximately 42 gross ha (104 gross acres). • Expand the supply of designated Employment Lands within the Goderich and East of Goderich industrial area by 33 gross ha (83 gross acres) within the next 10+ years. • Consider limited expansion of designated Employment Lands in other serviced settlement areas to facilitate the need for shovel-ready industrial lands and to satisfy requirements for adequate market choice.

Recommendation 2: Ensure that Employment Lands are Well Adapted to Structural Changes Occurring in the Evolving Macro-Economy	
Opportunities and Challenges	Structural changes occurring in the macro economy pose potential challenges and opportunities for future growth on Employment Lands in Huron County. Given evolving trends in the Southern Ontario economy towards the knowledge-based sector, Huron County will need to encourage and accommodate a wider range of business service and office uses in Employment Areas where appropriate.
Recommended Actions	<ul style="list-style-type: none"> • Recognize the importance of Employment Lands in accommodating knowledge-based sectors in addition to traditional industrial sectors. • Consider establishing an industrial zone which caters to office and prestige industrial employment uses in a business park setting. Such a zone may be warranted at select gateway locations within one or more of County's urban industrial areas.

Recommendation 3: Develop a General Marketing Strategy to Promote and Develop the County's Employment Areas	
Opportunities and Challenges	Huron County's Employment Areas are important to the regional economy and account for a significant percentage of jobs in the County. To ensure the success of Huron County's Employment Areas, marketing efforts must be geared towards both the broader strengths of the County as well as specific target sector investment attraction efforts.
Recommended Actions	<ul style="list-style-type: none"> • Consider a range of promotional tools and incentives which can be used by the County to inform prospective industries about the opportunities in Huron County and its communities. • Assess and evaluate the municipal role in employment lands development in Huron County. • Explore opportunities to establish incubator facilities within Huron County to promote and encourage the development of start-up industries, particularly related to knowledge-based sectors and other export-based emerging industry clusters.

Recommendation 4: Provide Stronger Direction Regarding Employment-Supportive Uses in Employment Areas	
Opportunities and Challenges	<p>Recognizing the recent structural change in the economy, there has been a shift in planning philosophy that calls for developing Employment Areas which provide a wider range of employment supportive uses and amenities, generally clustered at strategic locations (i.e. at major intersections, on the fringe of Employment Areas or transition areas). Having said this, the intention of employment supportive uses in Employment Areas should be to serve the needs of employers within the Employment Areas as opposed to the broader population. For this reason, major retail is not recommended in Employment Areas.</p>
Recommended Actions	<ul style="list-style-type: none"> • Introduce more defined policy direction in the County's and area municipalities' O.P.s to outline the goals and objectives related to employment-supportive uses in Employment Areas (e.g. non-industrial, non-office uses should be of limited scale, or focused on serving businesses and employees in the Employment Areas). Such uses should minimize potential land-use conflicts and support a viable mix of commercial and industrial land uses. • Consider the introduction of more defined criteria or descriptions regarding the appropriate type, size and location of complementary non-industrial uses in Employment Areas (e.g. eating establishments, daycares, personal and health care services and smaller-scale, service-oriented businesses) at strategic and accessible locations in existing and future Employment Areas, where appropriate.

Recommendation 5: Provide Broader Market Choice on Huron County Employment Lands	
Opportunities and Challenges	While Huron County has a relatively large supply of designated Employment Lands to accommodate short to medium demand in most locations, the County's existing supply of larger vacant employment parcels is limited. This is particularly relevant with respect to shovel-ready industrial sites.
Recommended Actions	<ul style="list-style-type: none"> • To ensure that the County's Employment Lands supply levels are not unduly constrained, it is recommended that the County strive to provide a minimum designated and serviced supply of at least five years at all times. This should include a range of site selection choices by parcel configuration, designation, zoning and location. • Area municipalities and the County are encouraged to explore municipal development opportunities for the creation of shovel-ready site on Employment Lands, subject to a review of development feasibility (i.e. return on investment analysis). • Consider improving the marketability and feasibility of developing vacant Employment Lands by undertaking necessary pre-screening studies and assessments (e.g. servicing strategies, environmental studies, water protection requirements, archaeological assessment studies, etc.). Provincial programs, such as the Investment Ready Certified Site Designation and Rural Economic Development Program (R.E.D.) can be utilized by municipalities for that purpose.

Recommendation 6: Explore Opportunities for Intensification of Employment Lands within Urban Settlement Areas	
Opportunities and Challenges	<p>As part of the Huron County E.L.S., a number of employment sites have been identified as having future intensification potential. The largest intensification opportunities for Employment Land development have been identified within the Huron Park Industrial Area.</p> <p>Future redevelopment, expansion and infill opportunities will continue to exist as the County's Employment Areas continue to mature and evolve. Intensification potential on occupied and underutilized Employment Lands is not well understood given uncertainties regarding the future intentions of existing landowners.</p>
Recommended Actions	<ul style="list-style-type: none"> • Promote and facilitate intensification/infill opportunities in existing Employment Areas. • Explore opportunities for infill and redevelopment in mature industrial areas. • Work with landowners of large infill or redevelopment sites to assess interest in developing the lands and assessing feasibility of development. • Area municipalities and the County are encouraged to explore redevelopment opportunities on brownfield industrial sites. • Explore public-private partnerships which would encourage intensification and infill development opportunities within Employment Areas.

Recommendation 7: Protect Employment Lands from Conversion to Non-Employment Uses	
Opportunities and Challenges	<p>The conversion of Employment Lands to non-employment uses negatively impacts Huron County's economy in several ways:</p> <ul style="list-style-type: none"> • It erodes the County's finite supply of designated Employment Lands; • It potentially fragments the existing Employment Land supply; and • It generally impedes the County's potential to accommodate "basic" or export-based job opportunities. <p>In very specific cases, through a municipal comprehensive review, the conversion of Employment Lands to non-employment uses may be justified from a land-use planning and economic perspective.</p> <p>While Section 7.3 of the County O.P. provides a policy framework with respect to the protection of Employment Lands, no direction is provided with respect to how subject industrial sites of interest within Employment Areas (i.e. non-employment development applications) are to be evaluated from a planning and economic standpoint for conversion to a non-employment use.</p>
Recommended Actions	<ul style="list-style-type: none"> • Develop an approach to evaluating requested conversions on Employment Lands. This evaluation approach should establish criteria which focuses on the existing policy framework provided in section 7.3.6 of the County O.P. as well as other site-specific factors such as location, site size, configuration, marketability, future expansion potential, etc.

Recommendation 8: Recognize Opportunities for Agricultural-related Industrial and Commercial Uses on Agricultural Lands Subject to Local O.P. Policies	
Opportunities and Challenges	The agricultural base represents a significant component of Huron County's local economy. The agriculture and agri-food system encompasses several industries including the farm input and service supplier industries, primary agriculture, food and beverage processing, food distribution, retail, wholesale and food service industries.
Recommended Actions	<ul style="list-style-type: none"> • Continue to recognize opportunities for agricultural-related industrial and commercial uses which are permitted in agricultural areas subject to local O.P. policies.

Recommendation 9: Undertake Regular and Ongoing Monitoring of Employment Land Supply and Demand to assist with Longer-term Land Use Planning and Land Needs	
Opportunities and Challenges	Effectively accommodating industrial and Employment Land development over the longer term requires the implementation of programs and mechanisms to accurately receive, catalogue and assess industrial development information, as well as to assess the available supply of Employment Lands within the County. The data collected and presented in this study offers Huron County with a base from which to work, but the County will need to continue to update and monitor the information on a regular basis.
Recommended Actions	<ul style="list-style-type: none"> • Building on baseline data provided in the E.L.S, develop a system for tracking and monitoring Employment Land supply and demand data, to assist with longer-term planning and land needs forecasting. Key Employment Land supply and demand attributes which should be tracked include: <ul style="list-style-type: none"> ○ Historical land absorption on Employment Lands by location, sector and size; ○ Employment Land supply (i.e. serviced, serviceable and constrained); and ○ Forecast Employment Land absorption against actual land absorption in Employment Areas. • Undertake a comprehensive update to the E.L.S. at a minimum of every five years.

Appendix A – Supplementary Economic Data

Figure A-1
 Ontario
 Annual Employment Growth of Goods Producing Sectors,
 2004-2009 and 2009-2014

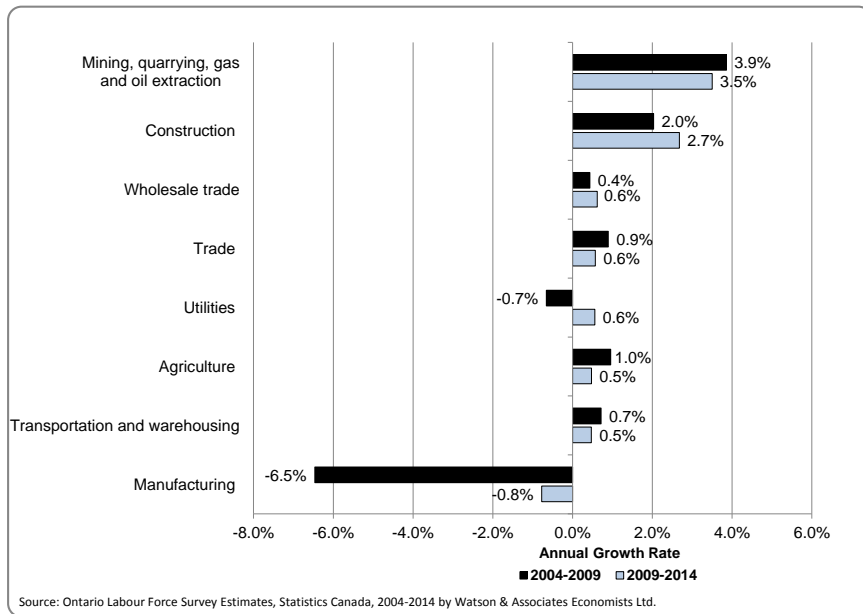


Figure A-2
 Ontario
 Annual Employment Growth of Service Producing Sectors,
 2004-2009 and 2009-2014

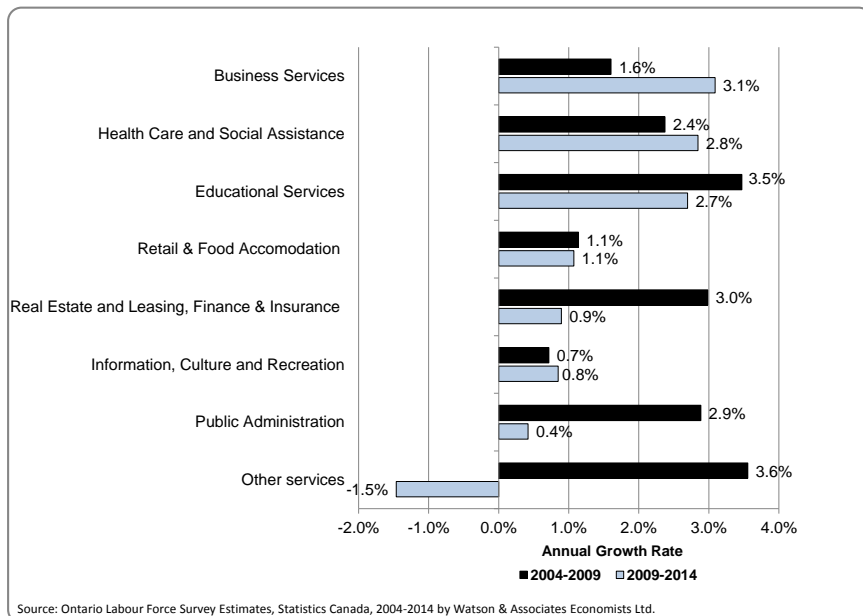


Figure A-3
Huron County and the Province of Ontario
Comparison of Employment by Sector

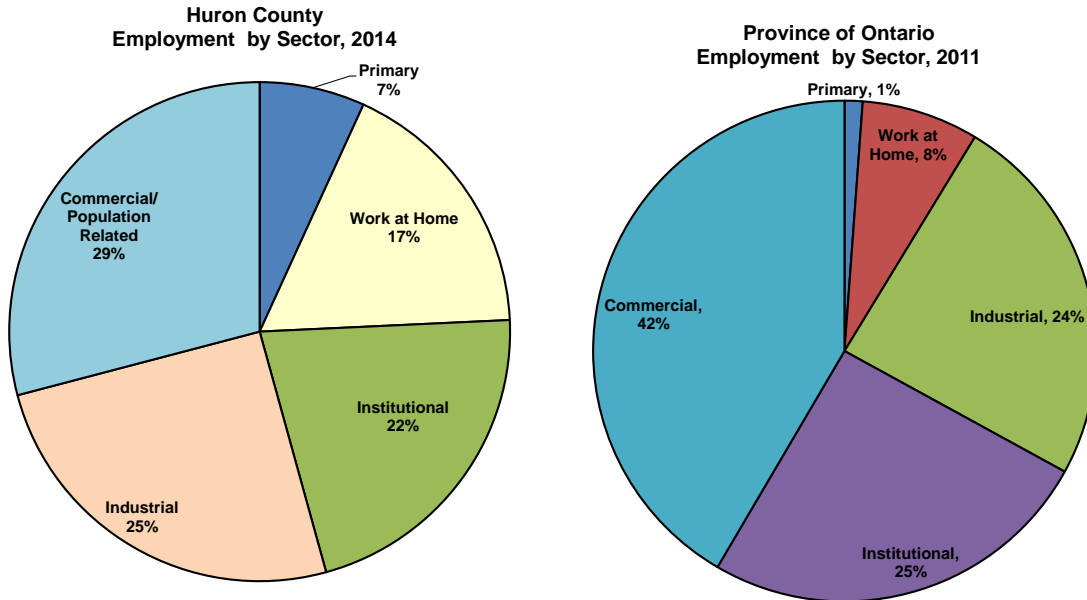
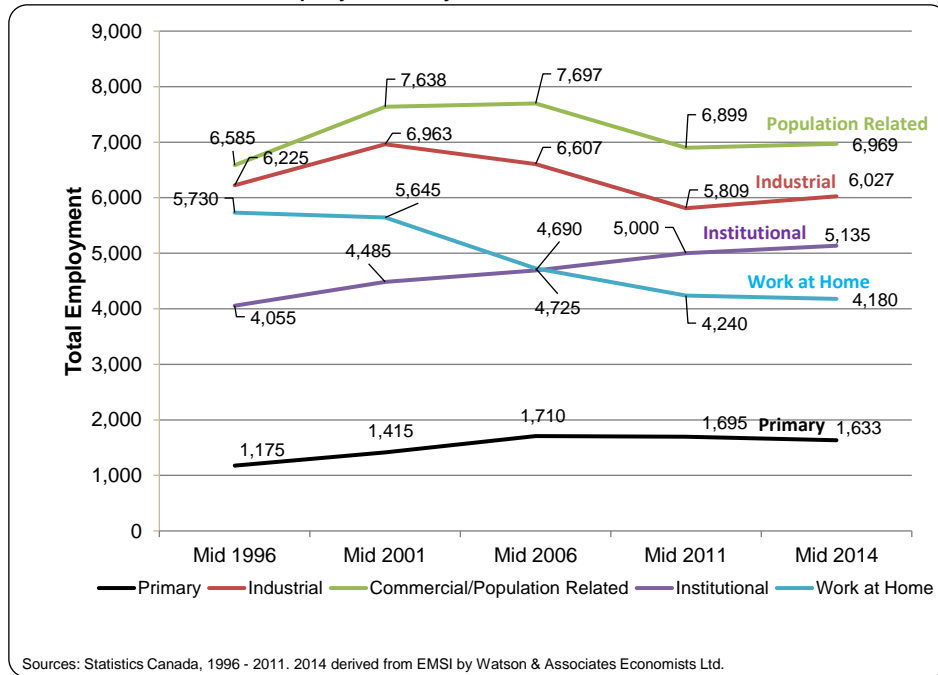


Figure A-4
Huron County and the Province of Ontario
Comparison of Annual Growth Rates by Sector

Sector	Huron County Growth Rate- 1996-2014	Ontario Growth Rate- 1996-2011	Difference
Primary	1.80%	-1.00%	2.80%
Work at Home	-1.70%	1.00%	-2.70%
Industrial	-0.20%	-0.50%	0.30%
Institutional	1.30%	2.10%	-0.80%
Commercial	0.30%	1.90%	-1.60%
Total	0.04%	1.20%	-1.16%

Source: Derived from Statistics Canada, Place of Work Employment Census Data, 1996-2011; 2014 data derived from EMSI by Watson & Associates Economists Ltd.

Figure A-5
Huron County
Employment by Sector, 1996-2014



Appendix B – Review of Area Municipalities Zoning By-Laws Permitted Uses in Employment Areas

Figure B-1
Zoning Designation Matrix- Permitted Industrial Related Uses

Employment Area & Availability	Zoning			Manufacturing, including larger scale operations	Manufacturing- Only Cottage Industry scale	Industrial Mill	Grain Elevator	Sawmill	Harbour Industrial Uses	Agricultural Industrial Operation	Transportation Terminal/Depot	Warehousing/Distribution	Contractors Yard	Public self storage facility	Salvage Yards	Fuel Storage	Open Storage (with screening)- accessory use	
				Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes
South Huron	Exeter (vacant available)	Restricted Industrial	M1	Yes	N/A	No	No	No	N/A	Yes	No	Yes	No	No	No	No	Yes	
	Exeter (no vacant available)	Restricted Industrial	M1-1	No	Yes ²	No	No	No	N/A	No	No	No	No	No	No	No	No	
	Exeter (vacant available)	Restricted Industrial	M1-2	Yes	N/A	No	No	No	N/A	Yes	No	Yes	No	No	No	No	No	
	Exeter (no vacant available)	Restricted Industrial	M1-3	Yes	N/A	No	No	No	N/A	Yes	No	Yes	No	No	No	No	Yes	
	Exeter (no vacant available)	Restricted Industrial	M1-5	No	Yes	No	No	No	N/A	No	No	No	No	No	No	No	No	
	Exeter (no vacant available)	Restricted Industrial	M1-6	No	Yes	No	No	No	N/A	No	Yes	No	No	No	No	No	No	
	Exeter (vacant available)	General Industrial	M2 ⁴	Yes	N/A	No	No	Yes	N/A	Yes	Yes	Yes	Yes	Yes	No	No	Yes	
	Exeter (vacant available)	Future Development Zone	FD															
	Stephen Ward- Huron Park (Centralia College Lands- vacant)	Institutional Zone 1 - Holding	I1-H															
	Stephen Ward- Huron Park (vacant available)	Village Industrial Zone	VM1 ¹	Yes	N/A	No	No	No	N/A	Yes	Yes	Yes	Yes	Yes	No	No	No	Yes
	Stephen Ward- Huron Park (no vacant available)	Village Industrial Zone	VM1-3	Yes	N/A	No	No	No	N/A	Yes	Yes	Yes	Yes	Yes	No	No	No	Yes
Bluelwater	Hensall (vacant available), Zurich (no vacant available)	Light Industrial Zone	M1	Yes	N/A	Yes	No	No	N/A	Yes	Yes	Yes	Yes	Yes	No	No	Yes	
		Light Industrial Zone	M1-1	Yes	N/A	Yes	Yes	No	N/A	Yes	Yes	Yes	Yes	Yes	No	No	Yes	
		Light Industrial Zone	M1-2	Yes	N/A	Yes	No	No	N/A	Yes	Yes	Yes	Yes	Yes	No	No	Yes	
		Light Industrial Zone	M1-4	Yes	N/A	Yes	No	No	N/A	No	No	Yes	No	Yes	No	No	No	
	Hensall (vacant available)	General Industrial Zone	M2	Yes	N/A	Yes	Yes	Yes	N/A	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	
	Zurich (vacant available)	Future Development Zone	FD															
Goderich	Goderich (limited vacant available)	Light Industrial Zone	M1	Yes	N/A	Yes	No	No	N/A	No	No	Yes	Yes	Yes	No	No	No	
	Goderich (no vacant available)	Light Industrial Zone	M1-3	Yes	N/A	Yes	No	No	N/A	No	No	Yes	Yes	Yes	No	No	No	
	Goderich (vacant available)	General Industrial Zone	M2	Yes	N/A	Yes	Yes	Yes	N/A	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	
	Goderich (limited vacant available)	General Industrial Zone	M2-5	No	No	No	No	No	N/A	No	No	Yes	Yes	No	No	No	No	
	Goderich (no vacant available)	Harbour Industrial	H2	No	No	No	Yes	Yes	Yes	No	No	No	No	No	No	No	Yes	
North Huron	Wingham (vacant available)	Light Industrial Zone	IND1	Yes	N/A	Yes	No	No	N/A	Yes	No	Yes	Yes	Yes	No	No	Yes	
	Blyth (vacant available)	Light Industrial Zone- Holding	IND1-H	Yes	N/A	Yes	No	No	N/A	Yes	No	Yes	Yes	Yes	No	No	Yes	
	Blyth (no vacant available), Wingham (no vacant available)	General Industrial Zone	IND2	Yes	N/A	Yes	Yes	Yes	N/A	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	
Morris-Turnberry	Lowertown (vacant available)- dry industrial	Village Industrial Zone	VM1 ¹	Yes	N/A	Yes	No	No	N/A	Yes	Yes	Yes	Yes	No	No	No	No	
	Lowertown (vacant available)- dry industrial	Development Zone	D	use existing on the date of the passing of this bylaw														
Central Huron	Clinton (vacant available)- dry industrial	Light Industrial Zone	M1 ¹	Yes	N/A	Yes	No	No	N/A	No	Yes	Yes	Yes	Yes	No	No	Yes	
	Clinton (vacant available)- dry industrial	Development Zone	D	use existing on the date of the passing of this bylaw														
	Clinton (vacant available)- dry industrial	General Industrial Zone	M2 ¹	Yes	N/A	Yes	No	Yes	N/A	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	
East Huron	Brussels, Seaforth, Vanastra (vacant available)	Industrial	IND	Yes	N/A	Yes	Yes	Yes	N/A	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	
	Brussels, Seaforth, Vanastra (vacant available)	Future Development Zone	FD															

1) Dry Industries only
 2) Cottage Industry Manufacturing- no more than 3 employees
 3) Only specific retail outlets
 4) Non-effluent producing industry only

Figure B-2
Zoning Designation Matrix- Permitted Commercial and Institutional Related Uses

Employment Area & Availability	Zoning	M	Research and Development/Laboratories		Office	Medical & Dental Office	Veterinary Clinic	Emergency Services Facilities	Training/Commercial School	Indoor Recreational Uses	Day Care Facilities	Auto Sales	Auto Rental	Auto Repair	Car Wash	Gas Bar	Dry Cleaning	Financial Institutions	Hotel/Motel	Place of Entertainment	Restaurant	Retail Outlet or Stand Alone Retail	Accessory Retail	
			No	Yes																				No
South Huron	Exeter (vacant available)	Restricted Industrial	M1	No	Yes	No	No	No	No	No	No	No	No	Yes	No	No	No	No	No	No	Yes	Yes	Yes	
	Exeter (no vacant available)	Restricted Industrial	M1-1	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	Yes	Yes	
	Exeter (vacant available)	Restricted Industrial	M1-2	No	Yes	No	Yes	No	No	No	No	Yes	Yes	Yes	No	No	No	No	No	No	No	Yes ³	Yes	
	Exeter (no vacant available)	Restricted Industrial	M1-3	No	Yes	No	No	No	No	No	No	No	No	Yes	Yes	Yes	Yes	No	No	No	No	Yes	Yes ³	Yes
	Exeter (no vacant available)	Restricted Industrial	M1-5	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No
	Exeter (no vacant available)	Restricted Industrial	M1-6	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	Yes
	Exeter (vacant available)	General Industrial	M2 ⁴	No	Yes	No	Yes	No	No	No	No	No	No	Yes	No	No	No	No	No	No	No	Yes	Yes	Yes
	Exeter (vacant available)	Future Development Zone	FD																					
	Stephen Ward- Huron Park (Centralia College Lands- vacant)	Institutional Zone 1 - Holding	I1-H																					
	Stephen Ward- Huron Park (vacant available)	Village Industrial Zone	VM1 ¹	No	No	No	No	No	No	No	No	No	No	Yes	No	No	No	No	No	No	No	No	Yes	No
Stephen Ward- Huron Park (no vacant available)	Village Industrial Zone	VM1-3	No	No	No	No	No	No	No	No	No	No	Yes	No	No	No	No	No	No	No	No	Yes	No	
Bluewater	Henshall (vacant available), Zurich (no vacant available)	Light Industrial Zone	M1	Yes	No	No	No	No	No	Yes	No	No	No	Yes	No	No	Yes	No	No	No	No	No	Yes	
		Light Industrial Zone	M1-1	Yes	No	No	No	No	No	Yes	No	No	No	Yes	No	No	Yes	No	No	No	No	No	Yes	
		Light Industrial Zone	M1-2	Yes	No	No	No	No	No	Yes	No	No	No	Yes	Yes	No	Yes	No	No	No	No	No	Yes	
		Light Industrial Zone	M1-4	No	No	No	No	No	No	Yes	No	No	No	Yes	No	No	No	No	No	No	No	No	Yes	
	Henshall (vacant available)	General Industrial Zone	M2	Yes	No	No	No	No	No	Yes	No	No	No	Yes	No	No	Yes	No	No	No	No	No	Yes	
	Zurich (vacant available)	Future Development Zone	FD																					
Goderich	Goderich (limited vacant available)	Light Industrial Zone	M1	No	No	No	No	No	Yes	Yes	No	No	Yes	Yes	No	No	No	No	No	No	No	No	No	
	Goderich (no vacant available)	Light Industrial Zone	M1-3	No	Yes	No	No	No	Yes	Yes	No	No	Yes	Yes	No	No	No	No	No	No	No	No	No	
	Goderich (vacant available)	General Industrial Zone	M2	Yes	No	No	No	No	Yes	No	No	No	Yes	Yes	No	No	No	No	No	No	No	No	No	
	Goderich (limited vacant available)	General Industrial Zone	M2-5	Yes	No	No	No	No	No	Yes	No	No	No	Yes	No	No	No	No	No	No	No	No	Yes	
	Goderich (no vacant available)	Harbour Industrial	H2	No	(harbour administ	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	
North Huron	Wingham (vacant available)	Light Industrial Zone	IND1	Yes	No	No	No	Yes	No	Yes	No	No	No	Yes	No	No	Yes	No	No	No	No	No	Yes	
	Blyth (vacant available)	Light Industrial Zone- Holding	IND1-H	Yes	No	No	No	Yes	No	Yes	No	No	No	Yes	No	No	Yes	No	No	No	No	No	Yes	
	Blyth (no vacant available), Wingham (no vacant available)	General Industrial Zone	IND2	Yes	No	No	No	No	No	Yes	No	No	No	Yes	No	No	Yes	No	No	No	No	No	Yes	
Morris-Turnberry	Lowertown (vacant available)- dry industrial	Village Industrial Zone	VM1 ¹	Yes	No	No	No	Yes	No	Yes	No	No	No	Yes	No	No	Yes	No	No	No	No	No	Yes	
	Lowertown (vacant available)- dry industrial	Development Zone	D	use existing on the date of the passing of this bylaw																				
Central Huron	Clinton (vacant available)- dry industrial	Light Industrial Zone	M1 ¹	Yes	No	No	No	Yes	No	Yes	No	Yes	No	Yes	No	No	Yes	No	No	No	No	No	Yes	
	Clinton (vacant available)- dry industrial	Development Zone	D	use existing on the date of the passing of this bylaw																				
	Clinton (vacant available)- dry industrial	General Industrial Zone	M2 ¹	Yes	No	No	No	No	No	Yes	No	Yes	No	Yes	No	No	Yes	No	No	No	No	No	No	Yes
East Huron	Brussels, Seaforth, Vanastra (vacant available)	Industrial	IND	Yes	No	No	No	No	No	Yes	No	No	No	Yes	No	No	Yes	No	No	No	No	No	Yes	
	Brussels, Seaforth, Vanastra (vacant available)	Future Development Zone	FD																					

1) Dry Industries only
 2) Cottage Industry Manufacturing- no more than 3 employees
 3) Only specific retail outlets
 4) Non-effluent producing industry only

**Figure B-3
Zoning Designation Comparisons of Local Municipalities**

South Huron	Employment Area	Vacant Land	Industrial Permitted	Office/Prestige Uses Permitted	Community/Institutional Uses Permitted	Retail & Personal Services Uses Permitted
General Industrial Zone	Exeter	Yes	Manufacturing, Sawmill, Agricultural Industrial Operations, Transportation Terminal/Depot, Warehousing/Distribution, Contractors Yard, Fuel Storage, Open Storage (accessory use)	Business Office	None	Auto Repair, Restaurant, Retail Outlet, Accessory Retail, Veterinary Clinic
Village Industrial Zone	Huron Park	Yes	Manufacturing, Agricultural Industrial Operations, Transportation Terminal/Depot, Warehousing/Distribution, Contractors Yard, Open Storage (accessory use)	None	None	Auto Repair, Retail Outlet
Restricted Industrial	Exeter	Yes	Restrictions on industrial, including scale of manufacturing operation	Business Office	None	Some permissions for Auto Sales, Auto Repair, Auto Rental, Car Wash, Gas Bar, Restaurant, Retail Outlet, Accessory Retail, Veterinary Clinic
Institutional Zone 1 - Holding	Huron Park	Yes	Holding zone	Holding Zone	Holding Zone	Holding Zone

Bluewater	Employment Area	Vacant Land	Industrial Permitted	Office/Prestige Uses Permitted	Community/Institutional Uses Permitted	Retail & Personal Services Uses Permitted
Light Industrial Zone	Hensall, Zurich	Hensall- Yes; Zurich- No	Manufacturing, Industrial Mall, Agricultural Industrial Operation, Transportation Terminal/Depot, Warehousing/Distribution, Contractors Yard, Public Self Storage, Open Storage (accessory use)	Research and Development/Laboratories	Indoor Recreational Uses	Auto Repair, Dry Cleaning, Accessory Retail
General Industrial Zone	Hensall	Yes	Manufacturing, Industrial Mall, Grain Elevator, Sawmill, Agricultural Industrial Operation, Transportation Terminal/Depot, Warehousing/Distribution, Contractors Yard, Public Self Storage, Fuel Storage, Open Storage	Research and Development/Laboratories	Indoor Recreational Uses	Auto Repair, Dry Cleaning, Accessory Retail
Future Development Zone	Zurich	Yes	Holding zone	Holding Zone	Holding Zone	Holding Zone

Goderich	Industrial Area	Vacant Land	Industrial Permitted	Office/Prestige Uses Permitted	Community/Institutional Uses Permitted	Retail & Personal Services Uses Permitted
Light Industrial Zone	Goderich	Limited	Manufacturing, Industrial Mall, Transportation Terminal/Depot, Contractors Yard, Public Self Storage	None	Indoor Recreational Uses, Commercial Schools	Auto Rental, Auto Repair, Indoor Recreational Uses
Light Industrial Zone - M1-3	Goderich	No	Manufacturing, Industrial Mall, Transportation Terminal/Depot, Contractors Yard, Public Self Storage	Business Park uses	Indoor Recreational Uses, Commercial Schools	None
General Industrial Zone	Goderich	Yes	Manufacturing, Industrial Mall, Grain Elevator, Sawmill, Agricultural Industrial Operation, Transportation Terminal/Depot, Warehousing/Distribution, Contractors Yard, Public Self Storage, Fuel Storage, Open Storage (accessory use)	Research and Development/Laboratories	Indoor Recreational Uses	Some areas have permissions for auto repair and accessory retail

**Figure B-3
Zoning Designation Comparisons of Local Municipalities**

North Huron	Employment Area	Vacant Land	Industrial Permitted	Office/Prestige Uses Permitted	Community/Institutional Uses Permitted	Retail & Personal Services Uses Permitted
Light Industrial Zone	Wingham	Yes	Manufacturing, Industrial Mall, Agricultural Industrial Operation, Warehousing/Distribution, Contractors Yard, Public Self Storage, Open Storage	Research and Development/Laboratories	Emergency Services, Indoor Recreational Uses	Auto Repair, Dry Cleaning, Accessory Retail
General Industrial Zone	Blyth, Wingham	No	Manufacturing, Industrial Mall, Grain Elevator, Sawmill, Agricultural Industrial Operations, Transportation Terminal/Depot, Warehousing/Distribution, Contractors Yard, Public Self Storage, Fuel Storage, Open Storage (accessory use)	Research and Development/Laboratories	Emergency Services, Indoor Recreational Uses	Auto Repair, Dry Cleaning, Accessory Retail
Light Industrial Zone- Holding	Blyth	Yes	Holding Zone	Holding Zone	Holding Zone	Holding Zone

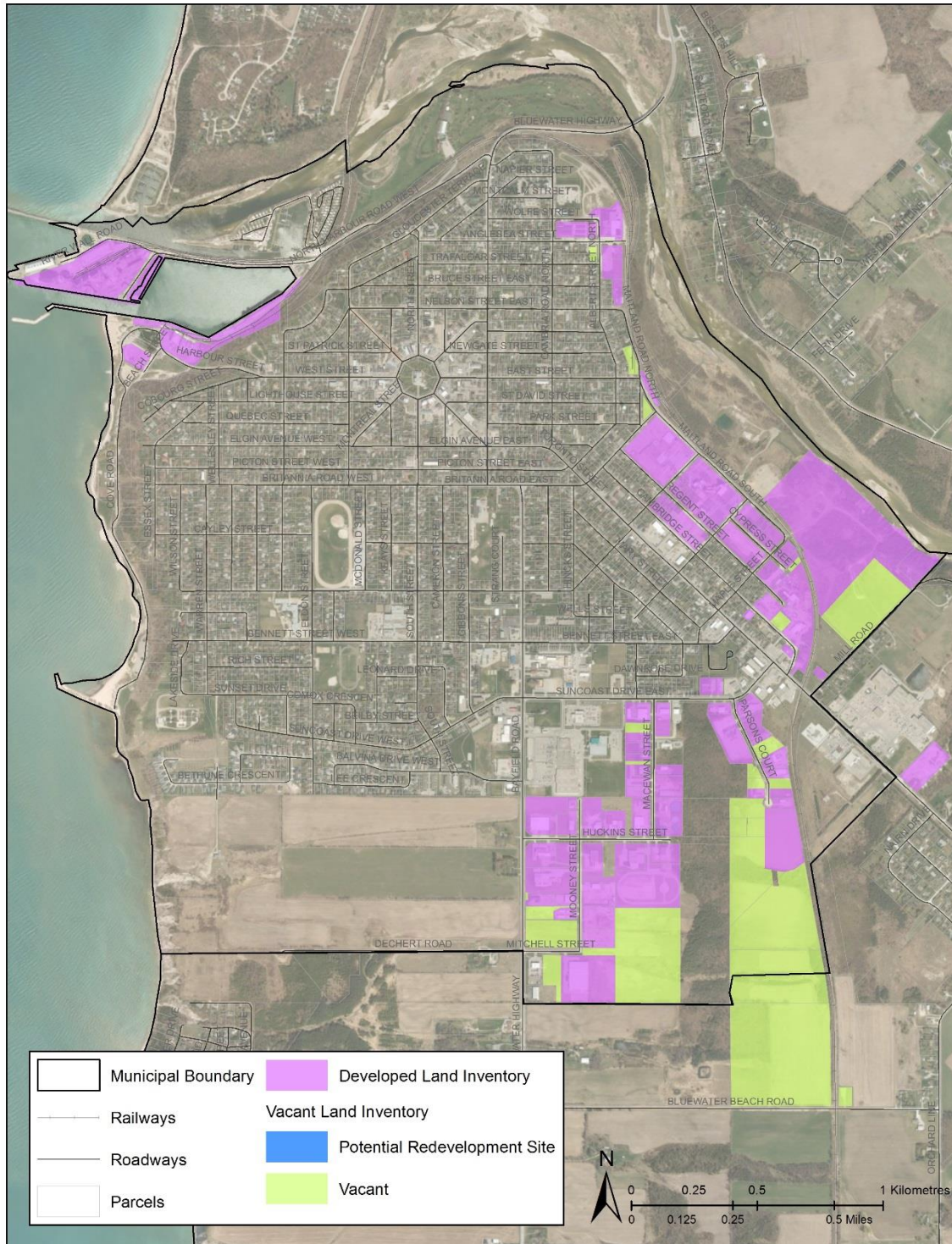
Morris-Turnberry	Employment Area	Vacant Land	Industrial Permitted	Office/Prestige Uses Permitted	Community/Institutional Uses Permitted	Retail & Personal Services Uses Permitted
Village Industrial Zone	Lowertown	Yes	Manufacturing, Industrial Mall, Agricultural Industrial Operation, Transportation Terminal/Depot, Warehousing/Distribution, Contractors Yard, Public Self Storage	Research and Development/Laboratories	Emergency Services, Indoor Recreational Uses	Auto Repair, Dry Cleaning, Accessory Retail
Development Zone	Lowertown	Yes	Holding Zone	Holding Zone	Holding Zone	Holding Zone

Central Huron	Employment Area	Vacant Land	Industrial Permitted	Office/Prestige Uses Permitted	Community/Institutional Uses Permitted	Retail & Personal Services Uses Permitted
Light Industrial Zone	Clinton	Yes	Manufacturing, Industrial Mall, Transportation Terminal/Depot, Warehousing/Distribution, Contractors Yard, Public Self Storage	Research and Development/Laboratories	Emergency Services, Indoor Recreational Uses	Auto Sales, Auto Repair, Dry Cleaning, Accessory Retail
General Industrial Zone	Clinton	Yes	Manufacturing, Industrial Mall, Sawmill, Agricultural Industrial Operation, Transportation Terminal/Depot, Warehousing/Distribution, Contractors Yard, Public Self Storage, Fuel Storage, Open Storage (accessory use)	Research and Development/Laboratories	Indoor Recreational Uses	Auto Sales, Auto Repair, Dry Cleaning, Accessory Retail
Development Zone	Clinton	Yes	Holding Zone	Holding Zone	Holding Zone	Holding Zone

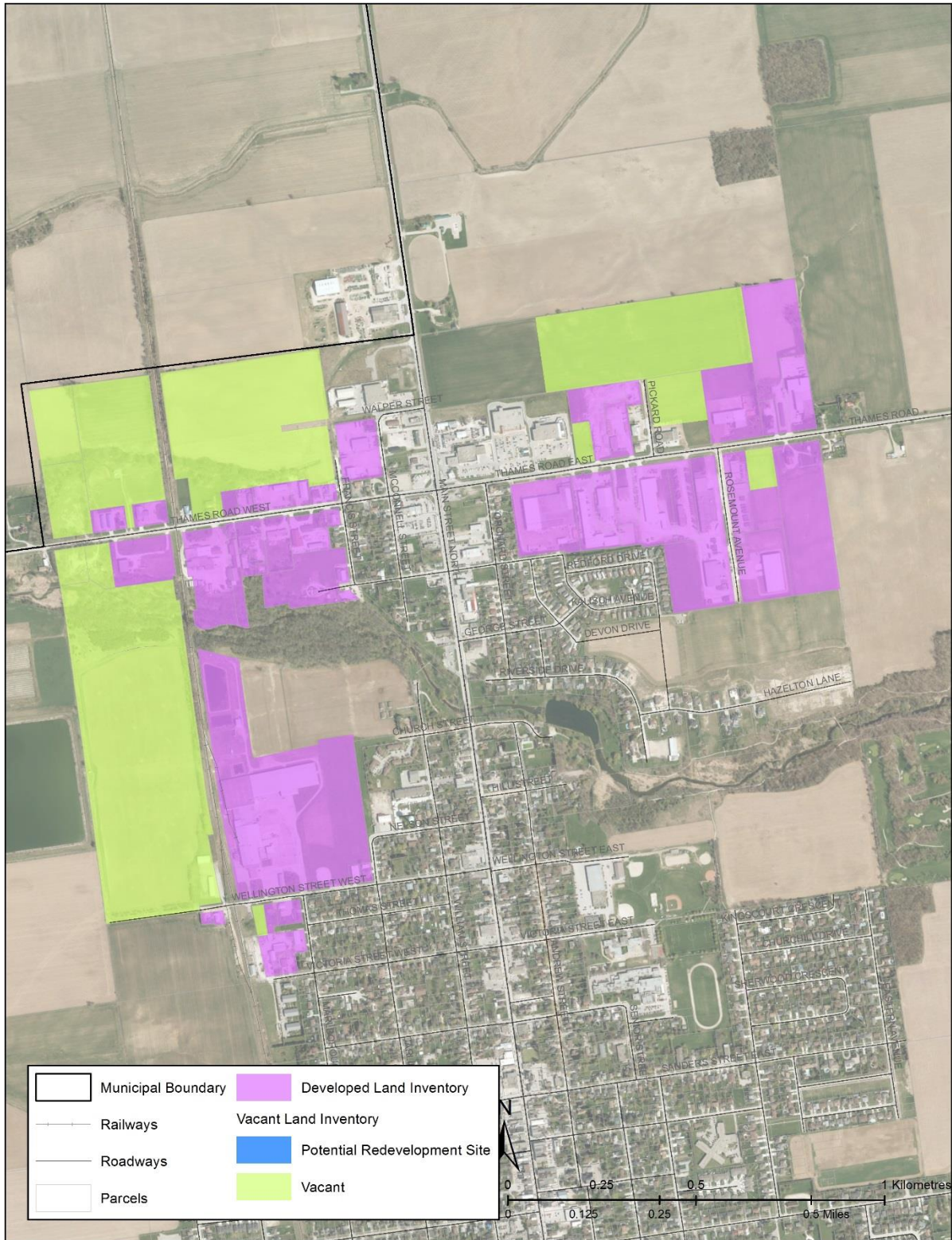
East Huron	Employment Area	Vacant Land	Industrial Permitted	Office/Prestige Uses Permitted	Community/Institutional Uses Permitted	Retail & Personal Services Uses Permitted
Industrial	Brussels, Seaforth, Vanastra	Yes	Manufacturing, Industrial Mall, Grain Elevator, Agricultural Industrial Operation, Sawmill, Transportation Terminal/Depot, Warehousing/Distribution, Contractors Yard, Public Self Storage, Fuel Storage, Open Storage (accessory use)	Research and Development/Laboratories	Indoor Recreational Uses	Auto Repair, Dry Cleaning, Accessory Retail
Future Development Zone	Brussels, Seaforth, Vanastra	Yes	Holding Zone	Holding Zone	Holding Zone	Holding Zone

Appendix C – Supplementary Employment Land Supply Mapping

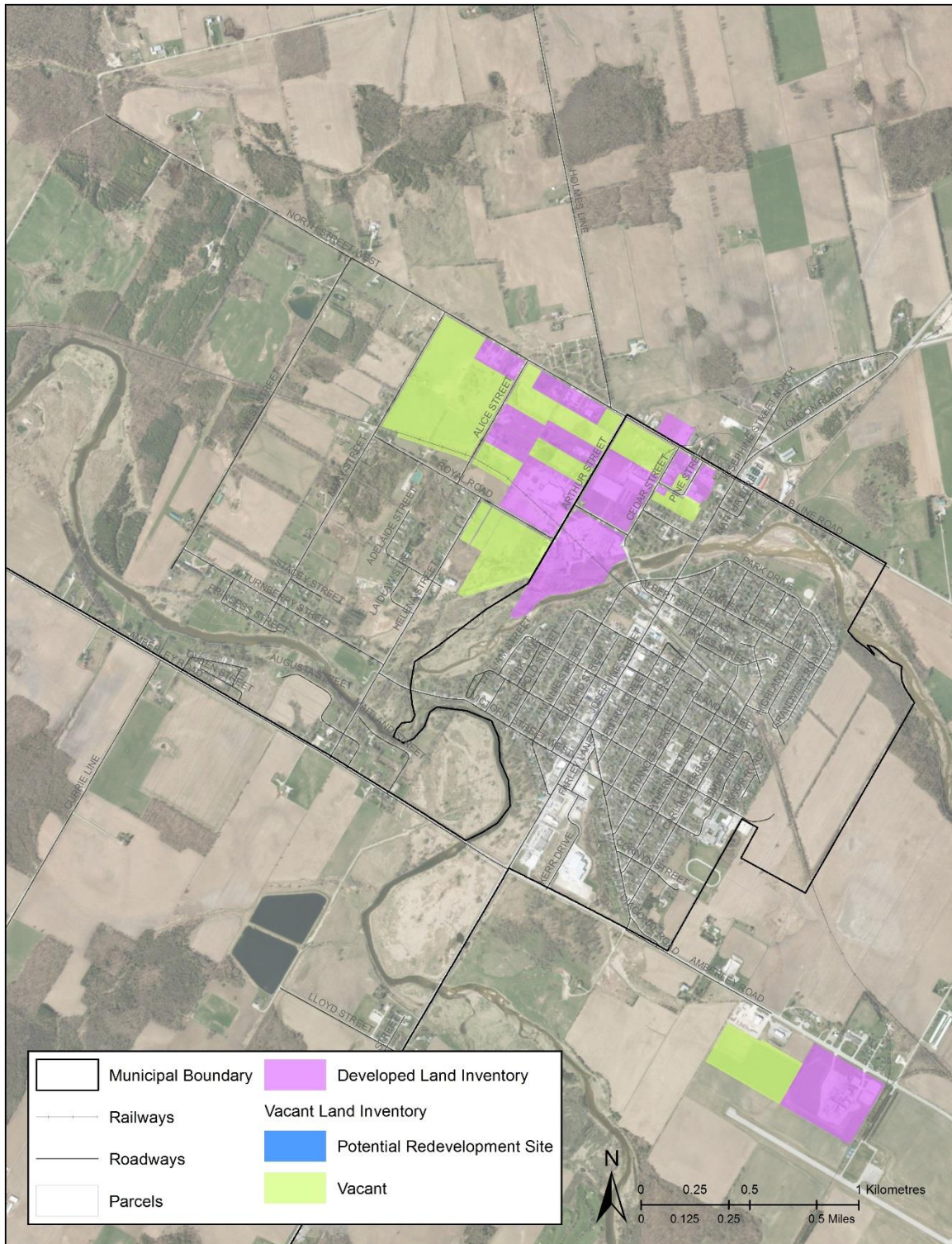
Goderich and East of Goderich Vacant Employment Lands



Exeter Vacant Employment Lands



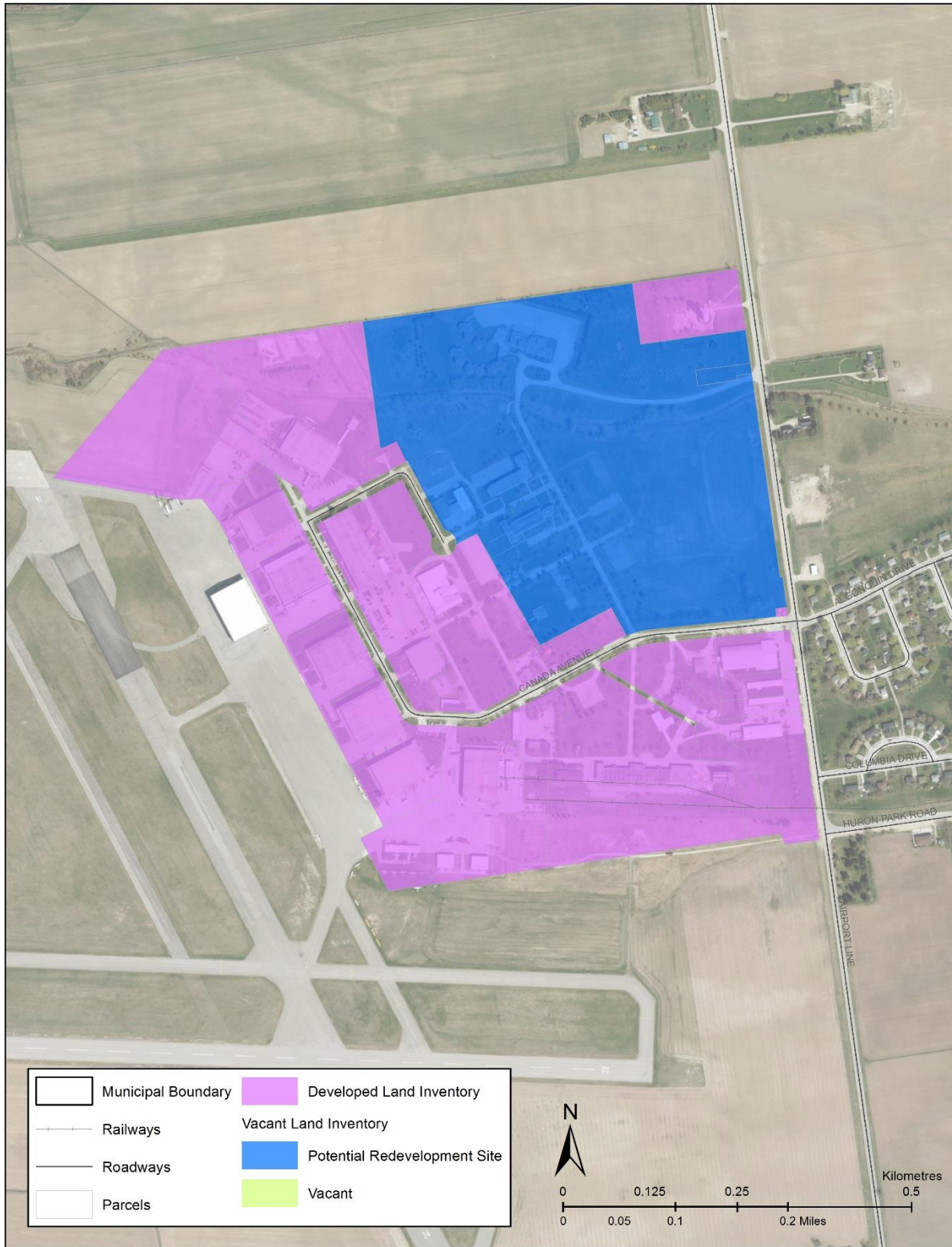
Lowertown, Wingham and East of Wingham Vacant Employment Lands



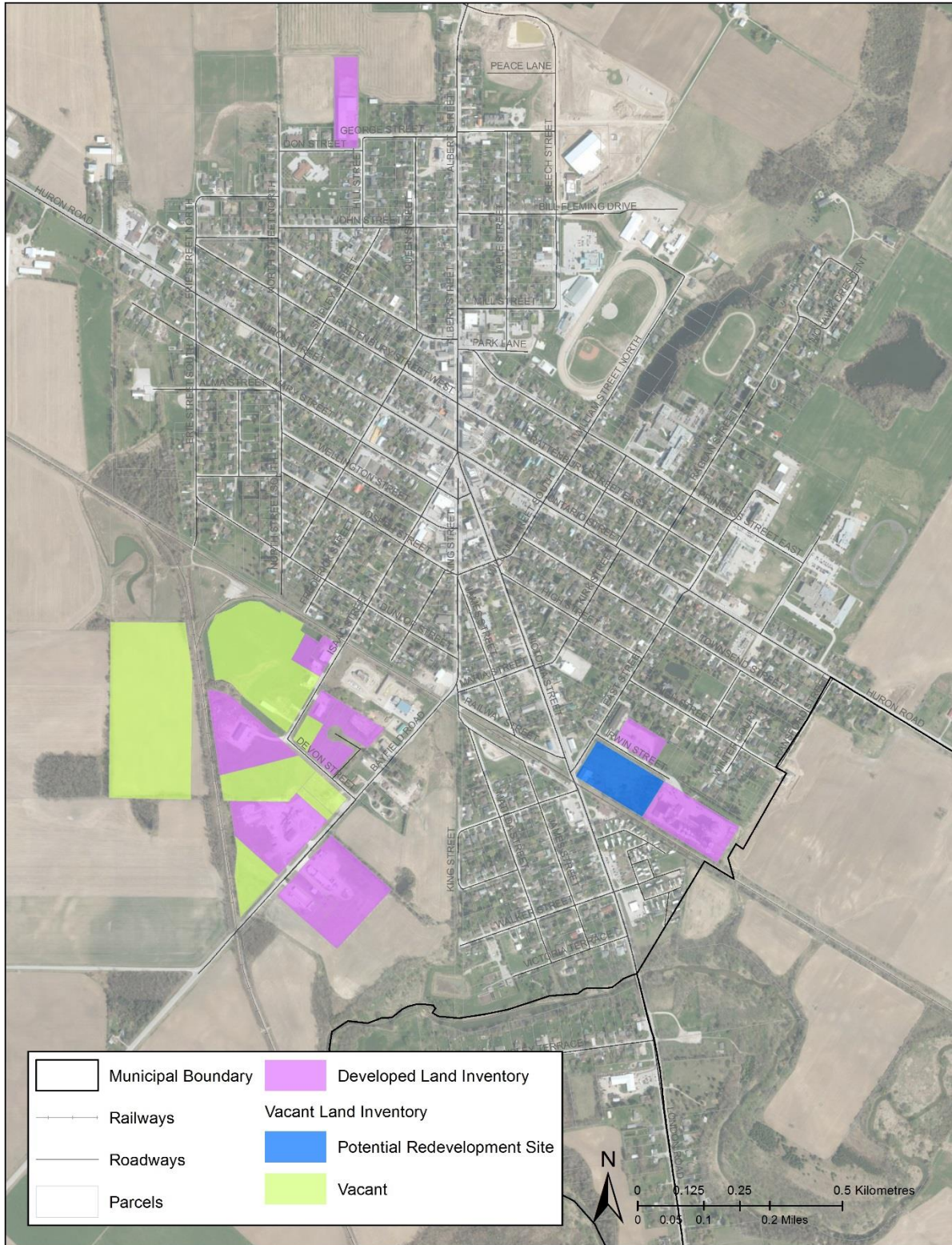
Brussels Vacant Employment Lands



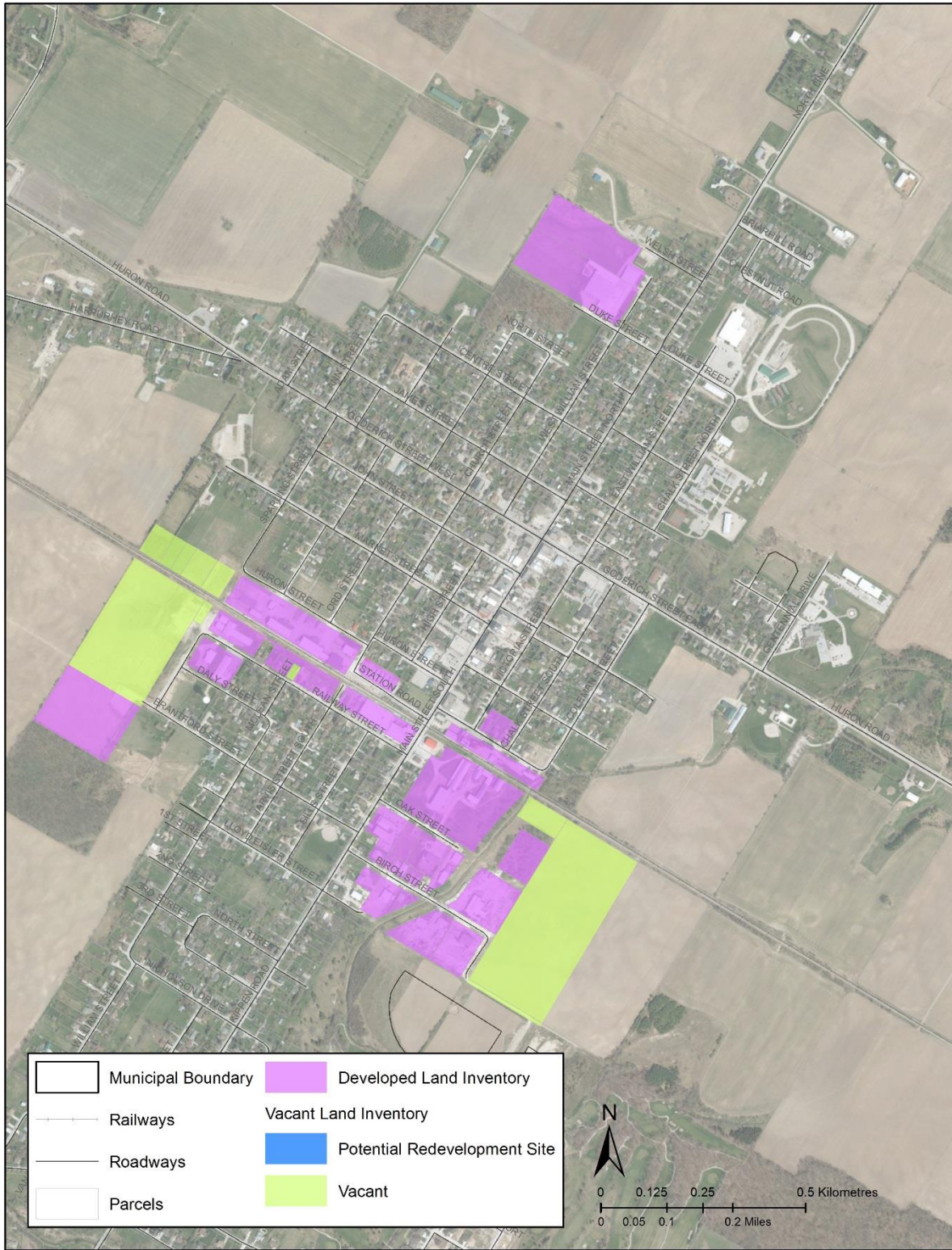
Huron Park Vacant Employment Lands



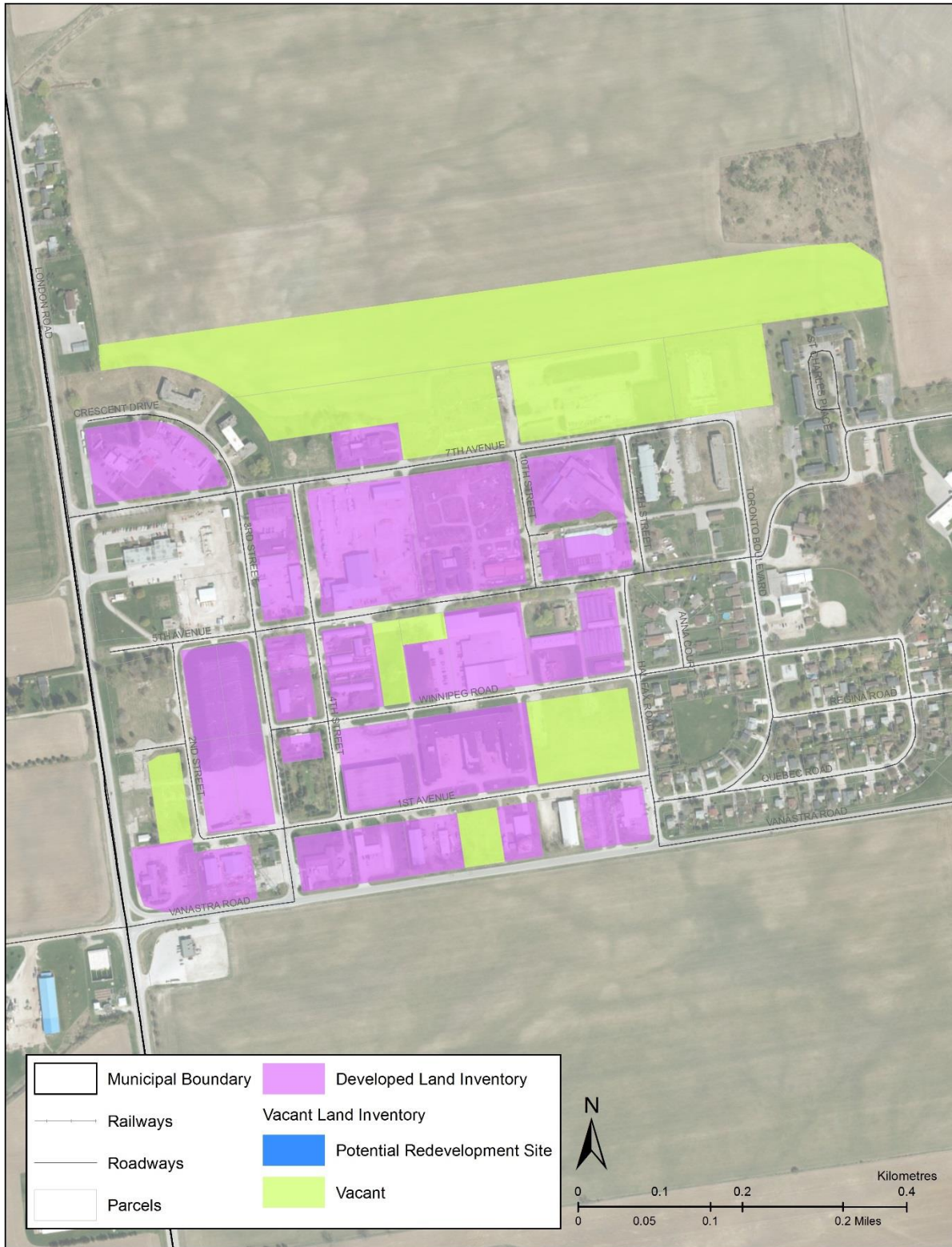
Clinton Vacant Employment Lands



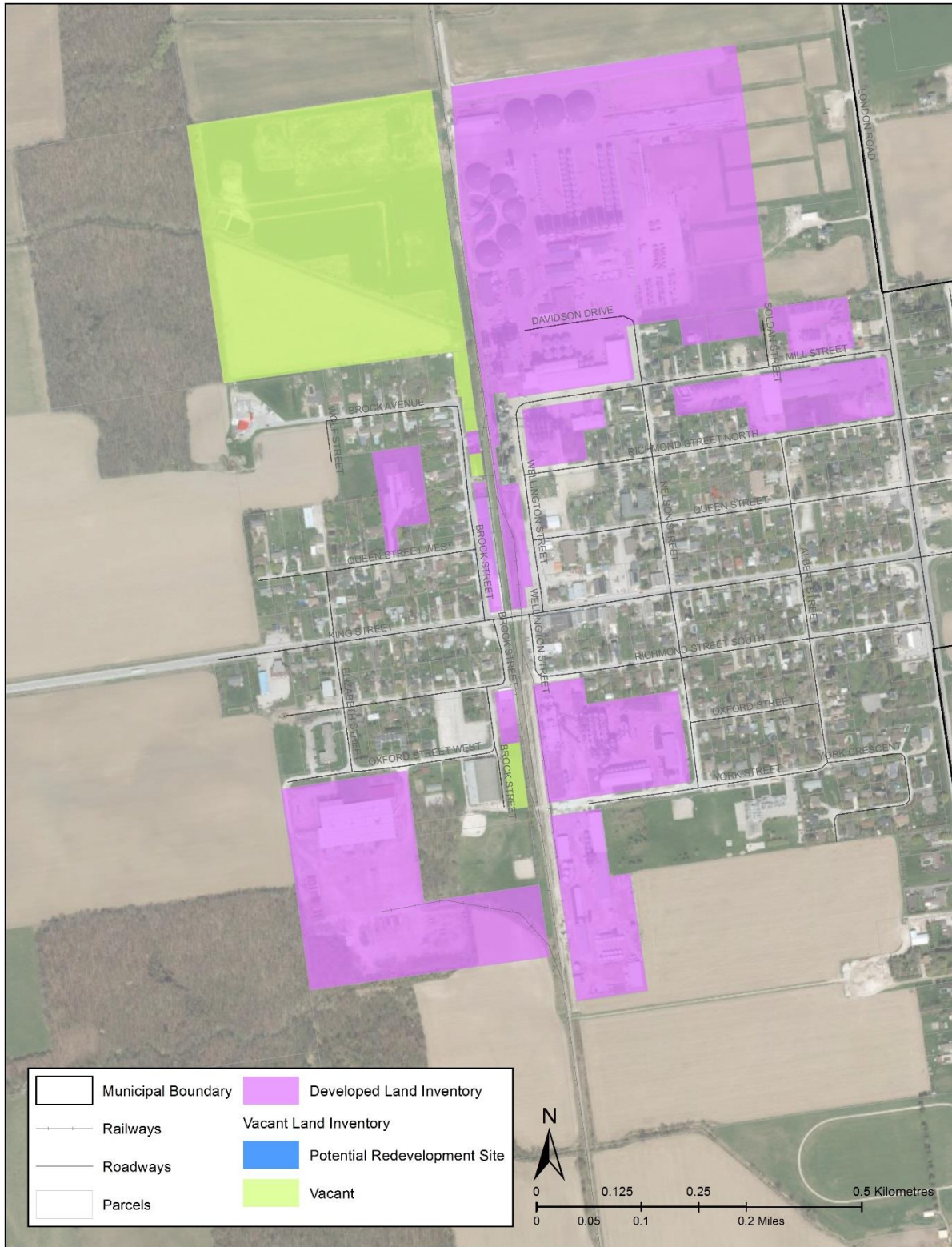
Seaforth Vacant Employment Lands



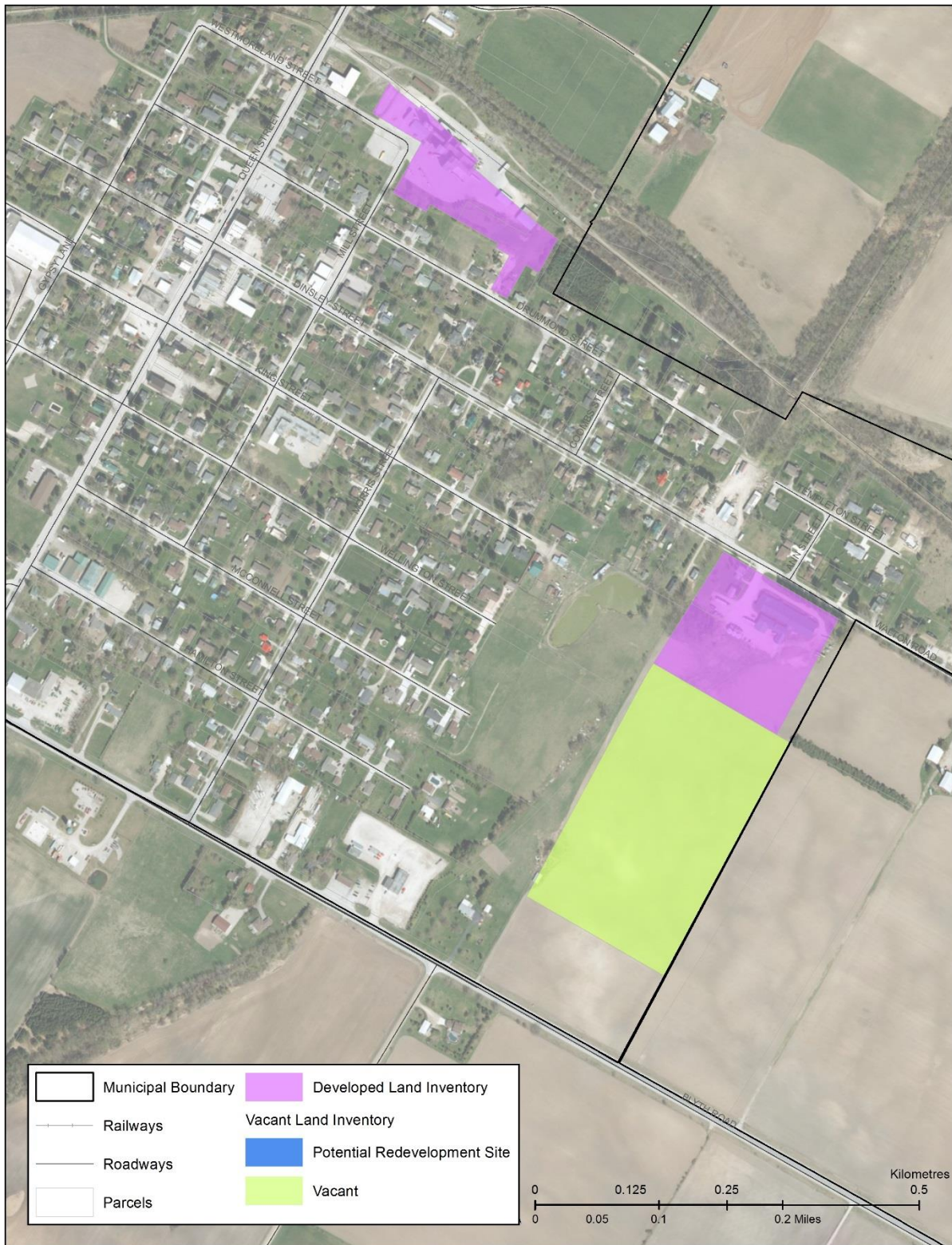
Vanastra Vacant Employment Lands



Hensall Vacant Employment Lands



Blyth Vacant Employment Lands



Zurich Vacant Employment Lands



Appendix D – Summary of Recent Development Activity on Designated Industrial Lands in Huron County, 2010-2014

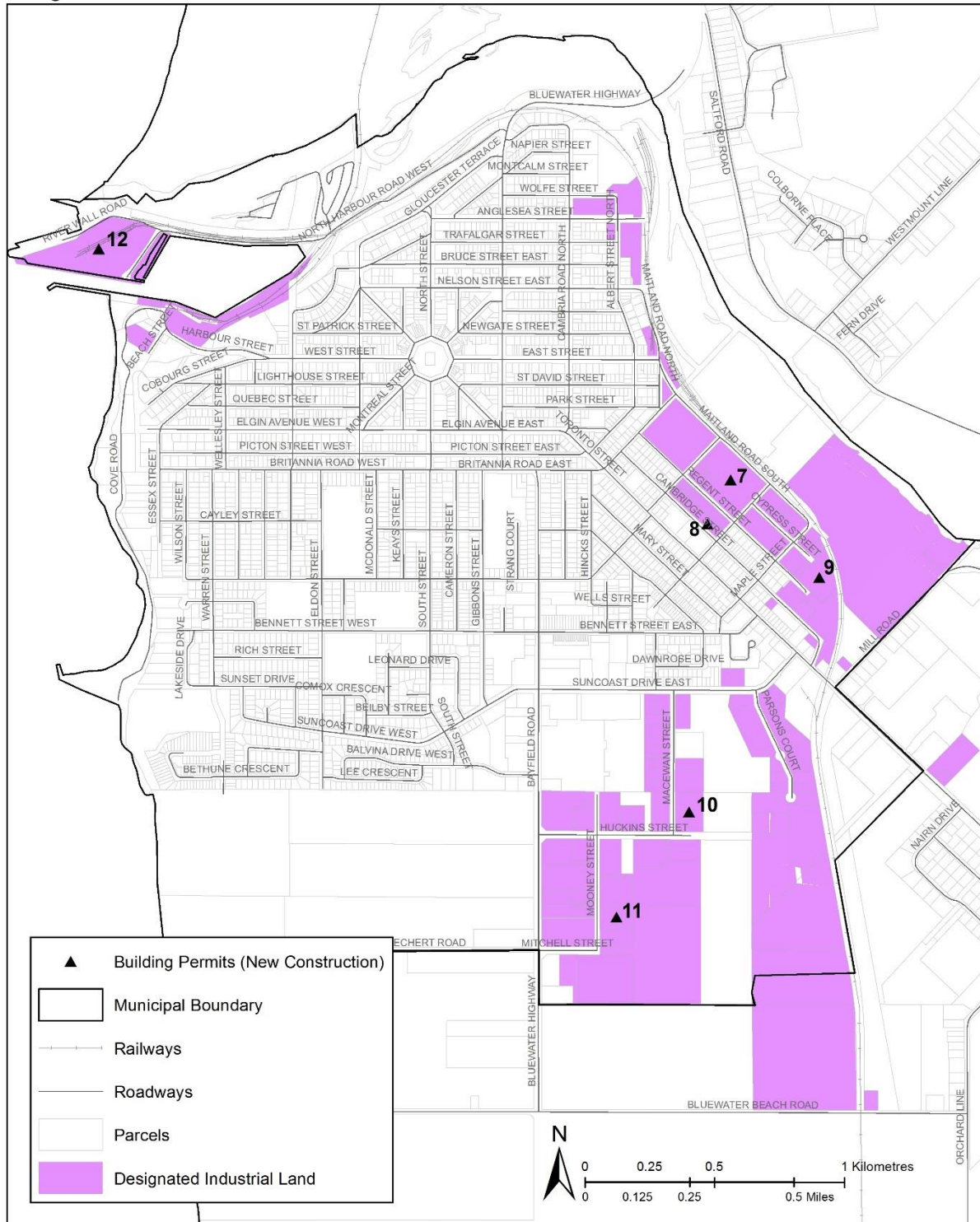
Huron County
Summary of Non-Residential Development Activity on Industrial Lands, 2010-2014

Industrial Area	Total			Annual		
	Building Permit GFA (SqFt)	Parcel Land Area (Acres)	Parcel Land Area (Ha)	Building Permit GFA (SqFt)	Parcel Land Area (Acres)	Parcel Land Area (Ha)
Hensall	80,200	56	22.7	16,040	11	5
Goderich/East of Goderich	125,800	40	16.3	25,160	8	3
Seaforth	13,600	3	1.4	2,720	1	0
Vanastra	5,000	1	0.4	1,000	0	0
Wingham/Lowertown	26,300	3	1.4	5,260	1	0
Clinton	4,800	4	1.8	960	1	0
Exeter	9,300	1	0.3	1,860	0	0
Huron Park	-	3	1.2	-	1	0
Brussels & Part of Grey Wards	-	1	0.4	-	0	0
Total	265,000	113	46	53,000	23	9

**Municipality of Bluewater
Hensall - Designated Industrial Lands**



**Town of Goderich and East of Goderich (Central Huron)
Designated Industrial Land**



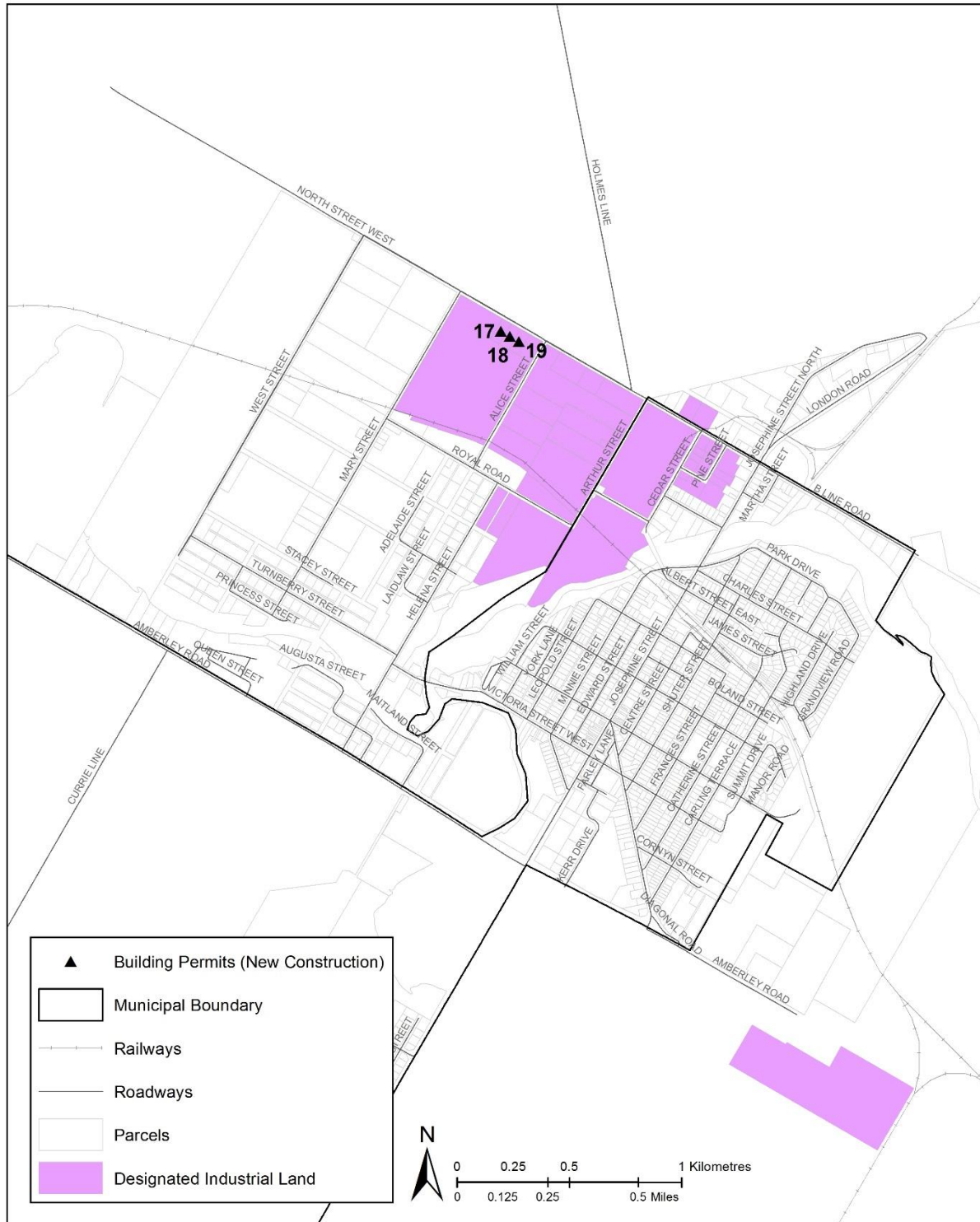
Municipality of Huron East Seaford - Designated Industrial Land



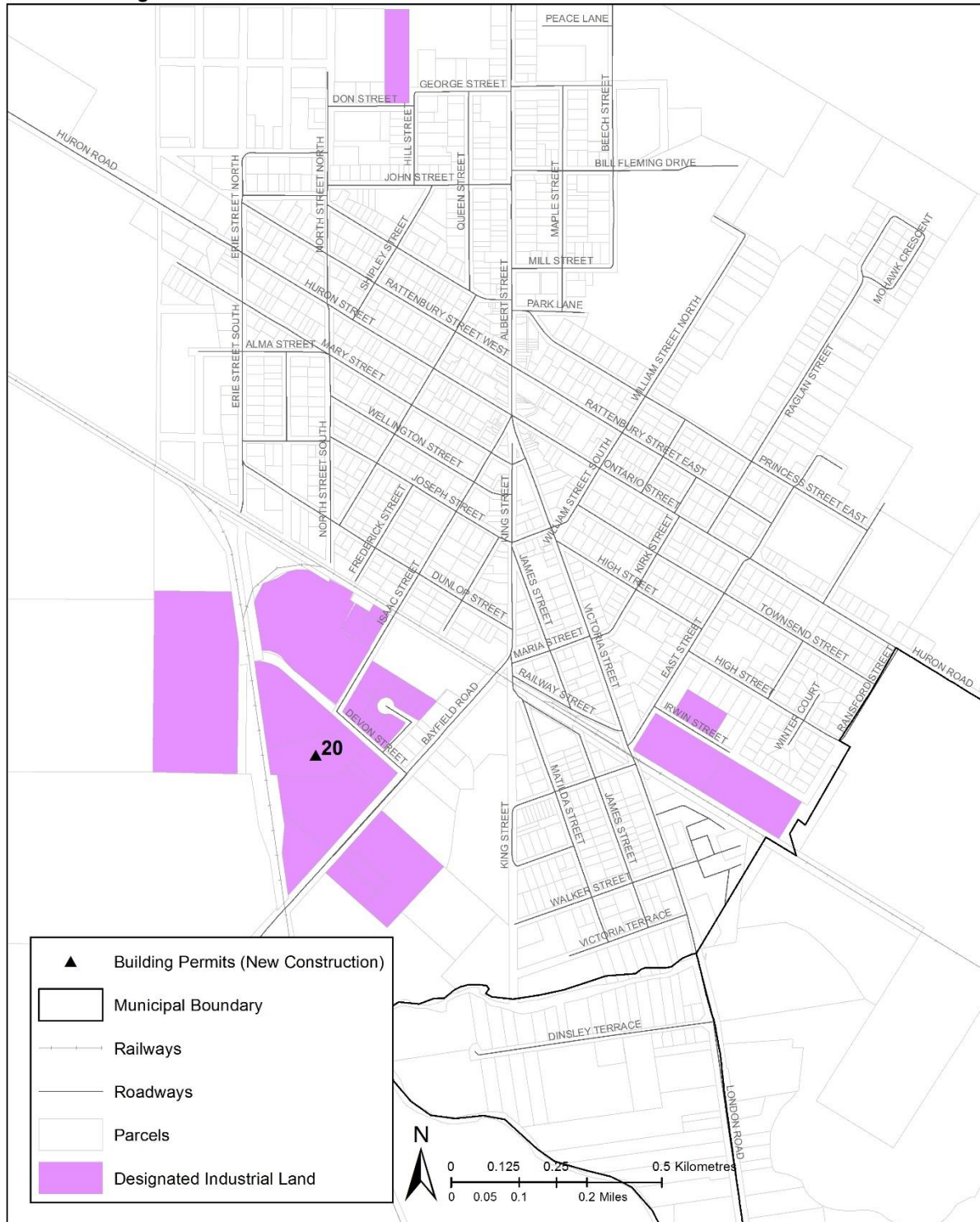
**Municipality of Huron East
Vanastra - Designated Industrial Lands**



**Municipality of Morris-Turnberry
Wingham and Lowertown - Designated Industrial Lands**



**Municipality of Huron Central
Clinton - Designated Industrial Lands**



**Municipality of South Huron
Exeter - Designated Industrial Lands**



Site #1

Building Permits			
Year	Type	Description	GFA
2010	Commercial	10 Grain Storage Bins	1,130
2012	Commercial	Temporary Tents	5,600
2013	Commercial	Temporary Tents	-
2014	Commercial	Temporary Tents	-
2014	Industrial	90 foot Weigh Scale and Relocate Grading Room	1,413
2014	Industrial	10 Storage Bins	1,431
2014	Industrial	10 Grain Bins	1,430
2014	Total		4,274
Total GFA			5,404
Parcel Size			
Acres			18.5
Hectares			7.5

Site #2

Building Permits			
Year	Type	Description	GFA
2010	Commercial	Grain Dryer	684
2010	Commercial	Dust House	526
2010	Commercial	Electrical Building	144
2010	Commercial	Dryer Control Room	226
2010	Commercial	Soya Receiving Pit	196
2010	Commercial	Grain Drying Bin	452
2010	Commercial	7 Bins, Stair and Leg Foundations	2,830
2010	Total		5,058
2011	Commercial	Foundation for 4 Concrete Silos	5,719
2011	Commercial	Processing Plant Dust House	560
2011	Commercial	Four Storage Bins	2,064
2011	Total		8,343
2012	Industrial	Grain Storage Silos	6,584
2012	Commercial	Temporary Tents	10,000
2012	Total		16,584
2013	Industrial	6 New Bins, Relocate 3 Bins	10,857
2013	Industrial	One-storey Electrical Building	254
2013	Industrial	Six Grain Bins	-
2013	Industrial	Dust Collector	261
2013	Industrial	4 Silos	8,322
2013	Total		19,694
2014	Industrial	Four Steel Dry Fertilizer Bins	10,908
2014	Industrial	Dust Collector	788
2014	Industrial	Relocate 7 Bins	2,372
2014	Industrial	Receiving Pit, Cleaners, Dust House	2,193
2014	Industrial	10 Bins and Receiving Station	11,283
2014	Total		27,544
Total GFA			67,223
Parcel Size			
Acres			26.6
Hectares			10.7

Site #3

Building Permits			
Year	Type	Description	GFA
2010	Commercial	Dust Collector	452
2010	Commercial	4 Grain Bins	616
2010	Total		1,068
Total GFA			1,068
Parcel Size			
Acres			2.4
Hectares			1.0

Site #4

Building Permits			
Year	Type	Description	GFA
2014	Industrial	Furniture Storage Building	2,700
Total GFA			2,700
Parcel Size			
Acres			0.2
Hectares			0.1

Site #5

Building Permits			
Year	Type	Description	GFA
2010	Commercial	One-storey Office Building Moved onto Site	799
Total GFA			799
Parcel Size			
Acres			0.2
Hectares			0.1

Site #6

Building Permits			
Year	Type	Description	GFA
2011	Commercial	Receiving Pit	292
2011	Commercial	Two Silos	2684
2011	Commercial	One-storey Office Building Moved onto Site	2,976
Total GFA			2,976
Parcel Size			
Acres			8.3
Hectares			3.4

Hensall Industrial Land Total

Building Permits		
Year	GFA	
2010	8,055	
2011	11,319	
2012	6,584	
2013	19,694	
2014	34,518	
Total GFA		80,170
Parcel Size		
Acres		56.1
Hectares		22.7

Site #7

Building Permits				
Year	Type	Description	Value	GFA
2011	Industrial	Accessory Structure	150,000	2,143
2012	Industrial	Building	3,000,000	42,857
2012	Industrial	Accessory Structure	18,000	257
2012	Total		3,018,000	43,114
2014	Industrial	Accessory Building	16,000	229
2014	Industrial	Accessory Building	10,000	143
2014	Total		26,000	371
			Total GFA	45,629
Parcel Size				
			Acres	9.8
			Hectares	4.0

Site #8

Building Permits				
Year	Type	Description	Value	GFA
2012	Industrial	Accessory Structure	3,800	54
			Total GFA	54
Parcel Size				
			Acres	1.0
			Hectares	0.4

Site #9

Building Permits				
Year	Type	Description	Value	GFA
2012	Industrial	Building	275,000	3,929
			Total GFA	3,929
Parcel Size				
			Acres	4.2
			Hectares	1.7

Site #10

Building Permits				
Year	Type	Description	Value	GFA
2013	Commercial	Accessory Building	205,500	1,713
			Total GFA	1,713
Parcel Size				
			Acres	4.1
			Hectares	1.7

Site #11

Building Permits				
Year	Type	Description	Value	GFA
2013	Commercial	Building	31,200	260
Total GFA				260
Parcel Size				
			Acres	2.9
			Hectares	1.2

Site #12

Building Permits				
Year	Type	Description	Value	GFA
2012	Industrial	Accessory Structure	88,200	1,260
2012	Industrial	Building	1,700,000	24,286
2012	Industrial	Accessory Structure	1,400,000	20,000
2012	Total		3,188,200	45,546
2013	Industrial	Building	2,000,000	28,571
2014	Industrial	Accessory Building	5,000	71
Total GFA			5,193,200	74,189
Parcel Size				
			Acres	16.4
			Hectares	6.6

Added Site

Building Permits				
Year	Type	Description	Value	GFA
2012	Institutional	Accessory Structure	1,500	13
2013	Institutional	Accessory Building	1,000	8
Parcel Size				
			Acres	1.9
			Hectares	0.8

Added Site to #12

Building Permits				
Year	Type	Description	Value	GFA
2012	Industrial	Accessory Structure	5,000	42
Parcel Size				
			Acres	
			Hectares	

Goderich Industrial Land Total

Building Permits				
			Year	GFA
			2010	-
			2011	2,143
			2012	92,697
			2013	30,552
			2014	442.86
Total GFA				125,835
Parcel Size				
			Acres	40.3
			Hectares	16.3

Site #13

Building Permits				
Year	Type	Description	Value	GFA
2010	Commercial	Steel Shed	-	10,860
			Total GFA	10,860
Parcel Size				
			Acres	1.0
			Hectares	0.4

Site #14

Building Permits				
Year	Type	Description	Value	GFA
2014	Commercial	Construct a Meridian Grain Tank Model 1215	7,500	63
			Total GFA	63
Parcel Size				
			Acres	1.3
			Hectares	0.5

Site #15

Building Permits				
Year	Type	Description	Value	GFA
2012	Commercial	Storage Shed	-	2,704
			Total GFA	2,704
Parcel Size				
			Acres	1.1
			Hectares	0.5

Seaforth Industrial Land Total

Building Permits			Year	GFA
			2010	10,860
			2011	-
			2012	2,704
			2013	-
			2014	62.50
			Total GFA	13,627
Parcel Size			Acres	3.4
			Hectares	1.4

Site #16

Building Permits			
Year	Type	Description	GFA
2012	Commercial	Workshop	5,000
Total GFA			5,000
Parcel Size			
Acres			0.9
Hectares			0.4

Vanastra Industrial Land Total

Building Permits		
Year	GFA	
2010	-	
2011	-	
2012	5,000	
2013	-	
2014	-	
Total GFA		5,000
Parcel Size		
Acres		0.9
Hectares		0.4

Site #17

Building Permits			
Year	Type	Description	GFA
2007	Industrial	New Building	1,280
Total GFA			1,280
Parcel Size			
			Acres
			1.2
			Hectares
			0.5

Site #18

Building Permits			
Year	Type	Description	GFA
2013	Industrial	Storage shed	560
2008	Industrial	New Building	126
Total GFA			686
Parcel Size			
			Acres
			1.2
			Hectares
			0.5

Site #19

Building Permits			
Year	Type	Description	GFA
2007	Industrial	New Building	1,280
Total GFA			1,280
Parcel Size			
			Acres
			1.2
			Hectares
			0.5

Site #19

Building Permits			
Year	Type	Description	GFA
2011	Industrial	Industrial Building	25,715
Total GFA			25,715
Parcel Size			
			Acres
			2.1
			Hectares
			0.9

Wingham and Lowertown Industrial Land Total

Building Permits		
Year	GFA	
2010	-	
2011	25,715	
2012	-	
2013	560	
2014	-	
Total GFA		26,275
Parcel Size		
		Acres
		3.4
		Hectares
		1.4

Site #20

Building Permits			
Year	Type	Description	GFA
2010	Commercial	Rental Shop	4,844
Total GFA			4,844
Parcel Size			
Acres			4.5
Hectares			1.8

Clinton Industrial Land Total

Building Permits		
Year	GFA	
2010	4,844	
2011	-	
2012	-	
2013	-	
2014	-	
Total GFA		4,844
Parcel Size		
Acres		4.5
Hectares		1.8

Site #21

Building Permits			
Year	Type	Description	GFA
2010	-	Storage Shed	-
2010	-	Office/Shop Building	-
2013	Industrial	Office/Shop Building	9,332
Total GFA			9,332
Parcel Size			
			Acres
			0.7
			Hectares
			0.3

Exeter Industrial Land Total

Building Permits		
	Year	GFA
	2010	-
	2011	-
	2012	-
	2013	-
	2014	-
Total GFA		-
Parcel Size		
		Acres
		0.7
		Hectares
		0.3