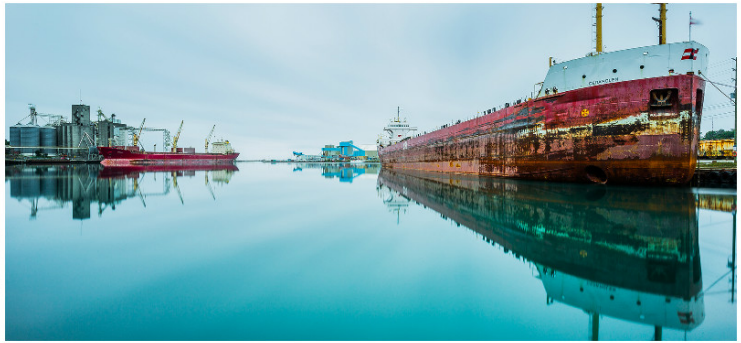


HURON COUNTY ECONOMIC DEVELOPMENT PLAN 2016-2020



EXECUTIVE SUMMARY

The Huron County Economic Development Plan (2016-2020) is the guiding document for the County as it looks to address key economic challenges and pursue growth opportunities over the next five years. The Plan is focused on three guiding principles relating to focus, alignment with municipal government efforts and stronger engagement with the broader ecosystem of stakeholders that influence the trajectory of our economy. In order to achieve results, the Plan also includes a reorganization of the County economic development department and a new focus on accountability and results measurement.

HURON COUNTY ECONOMIC DEVELOPMENT PLAN (2016-2020): OVERVIEW



Focusing on **3 GUIDING PRINCIPLES:**

- ✓ Developing targeted opportunities
- ✓ Aligning with municipal government efforts
- ✓ Engaging a broader group of stakeholders



Addressing the **5 BIG CHALLENGES:**

- ✓ The tightening workforce
- ✓ The need for new entrepreneurship
- ✓ The need to focus on specific opportunities
- ✓ The importance of strategic economic infrastructure
- ✓ Engagement of the private sector/other stakeholders



Pursuing **OPPORTUNITIES IN KEY GROWTH SECTORS:**

- ✓ Agriculture and agri-food
- ✓ Arts, culture and tourism
- ✓ Education
- ✓ Manufacturing
- ✓ Health and well being
- ✓ Information technology
- ✓ Retail and local services



Led by a **REDEFINED** and **EMPOWERED** Huron County economic development department



Supported by a **BROAD ECONOMIC DEVELOPMENT ECOSYSTEM:**

- ✓ Huron County municipal governments
- ✓ Huron County Economic Development Board
- ✓ Other stakeholders/levels of government
- ✓ Other counties/regions within Ontario



Seeking a strong **RETURN ON OUR INVESTMENT** in county economic development

EXECUTIVE SUMMARY (CONT.)

The Huron County Economic Development Plan is focused on results. For each of the big five challenges and key sector opportunities, a series of Action Items is included. These Action Items form the basis for accountability and the measurement of results each year and at the end of the five years (Section 6).

The Plan is an extension of the Huron County Economic Development Framework developed in 2014 with the Economic Development Board. The board is providing important private sector leadership and has a key role to play. The economic development ecosystem for the County is outlined in Section 4 including the role for Economic Development Board, municipalities and other stakeholders. It also includes a section on how we can better collaborate with other counties/regions in Ontario where there is potential for mutually beneficial partnerships.

In order to effectively implement the Plan and address the Action Items, a reorganized staff complement is required. Section 5 outlines the structure of the new eight person team.

The Huron County Economic Development Plan clearly defines what we are looking for from the County's investment into economic development. If we are successful, we will see growth in our key sectors and an expanding population that will grow the tax base in the county and create a strong economic foundation for the future. Section 6 provides an overview of how we will measure success and achieve value for the taxpayers' investment into our economic development efforts.

1. INTRODUCTION: THE NEED FOR A COUNTY ECONOMIC DEVELOPMENT PLAN

The Huron County economy is built on a strong agricultural base supplemented by value added manufacturing and a growing services sector. The county's excellent quality of life and reasonable cost of living count among its many advantages. However, in recent years a number of threats to the county's long term economic health have emerged. Many industries are struggling to find qualified workers. At the same time, population migration, globalization and other trends are posing challenges that could negatively impact the economy in the years ahead.

A number of manufacturing firms have closed doors or downsized. The agriculture sector is witnessing technological, environmental and market pressures. New technologies are both disrupting the economy and bringing potential new opportunities. There are fewer entrepreneurs under the age of 40 compared to previous generations and that is also a risk to the health of the economy going forward.

Business leaders and residents of Huron County need to understand that economic and population growth will be necessary in the coming years to sustain the quality of life we have come to expect. If the economy falters, everyone from retirees to young professionals will feel the impact. Our quality of life and access to good quality public services is tied to the health of the economy.

Realizing the challenges, the County government and other local stakeholders established the Huron County Economic Development Board (HCEDB) in 2014 to bring private sector leadership and focus to economic development activities. The HCEDB developed a framework for focusing county-level economic development efforts.

Now Huron County needs a new strategic direction for its economic development efforts in partnership with municipal and provincial governments as well as private sector partners. The *Huron County Economic Development Plan (2016-2020)* provides the direction for economic development efforts over the next five years.

A renewed and focused economic development program with strong public and private sector leadership is needed to ensure the county's economic foundation remains strong for the future.

There are many opportunities. Even though several manufacturers have closed their doors in recent years, the county is still home to over 170 mostly small to medium-sized manufacturing firms. There are 21 firms in the food manufacturing sector alone¹. The county's tourism, healthcare and education sectors all hold potential for growth.

This document is the economic development plan for Huron County, Ontario. At the same time, it also outlines the roles and responsibilities of other key partners such as the Huron County Economic Development Board, municipal governments in the county and private sector groups. The effectiveness of our economic development efforts in the years ahead will have a lot to do with our ability to collaborate more effectively amongst ourselves to develop and exploit new opportunities and ensure the right human resources and other infrastructure is in place.

¹ Across Huron County. As reported in Canadian Business Patterns (June 2014). Source Statistics Canada.

1.1 What do we want to achieve?

Government funded economic development efforts tend to be structured around a series of ‘functions’ such as community marketing, small business support, youth engagement, etc. The measurement of these functions becomes a quantification of the activities. For example, “over the year our economic development organization counselled 200 small businesses, published five Internet videos, wrote three sector profiles, etc.”

Given the heightened competition for business investment, entrepreneur attraction and talent development/retention not only within Ontario but from around the world, it has become important to more tightly align what we want from economic development (outcomes) to the activities undertaken.

Fundamentally, we want Huron County to be a place where private sector firms want to invest, reinvest and grow their businesses. Increasingly, workforce development is becoming a main driver of business investment decisions. The County must work with its partners to ensure alignment between the available workforce and the employment opportunities in local communities. Our ability to foster population growth is now tightly linked to the potential of economic growth across the County.

1.2 The three guiding principles

Therefore, unlike the past, this plan is focused on a new way of structuring economic development. We will be implementing a new County-led economic development model that:

- 1) focuses on developing specific opportunities and initiatives that lead to investment, jobs and tax revenue;
- 2) aligns with the efforts of the municipalities across the county; and
- 3) engages a broader group of stakeholders across the county (i.e. business groups, other government partners, etc.).

These three guiding principles are the backbone of the Huron County Economic Development Plan. The structure of the team, the allocation of budget and the activities and initiatives undertaken will be run through the three principles.

2. HURON COUNTY ECONOMIC DEVELOPMENT PLAN: COMPETITIVE CONTEXT

2.1 S.W.O.T.

It is important to understand the competitive environment facing Huron County as it looks to foster economic development opportunities. Table 1 provides a summary of key strengths, perceived weaknesses, high level opportunities and threats that could hold back growth. These were developed based on consultations with key partners and stakeholders in recent months and during the broader consultation process that occurred in conjunction with the development of the Huron County Economic Development Board last year. Considerations and challenges with specific sector opportunities are outlined in Section 3 below.

Table 1: Huron County Economic Development: S.W.O.T

<p>STRENGTHS:</p> <ul style="list-style-type: none"> ↑ Relatively stable economy. ↑ Competitive business cost environment. ↑ Core base of successful entrepreneurs. ↑ Natural resource assets (agriculture, minerals). ↑ Tourism assets. ↑ Engaged County and municipal governments. ↑ Private sector leadership (HCEDB). ↑ Teams of local stakeholders already working on key issues such as health care, youth, etc. ↑ Good quality of life attributes and a moderate cost of living relative to the bigger urban centres. 	<p>WEAKNESSES:</p> <ul style="list-style-type: none"> ↓ Tightening labour market. ↓ Some misalignment between workforce supply and demand. ↓ Lack of a 'start-up' culture/pipeline for future entrepreneurs. ↓ Lack of effort to develop new sector opportunities. ↓ Some weakness in broadband infrastructure. ↓ Perceived lack of access to growth capital. ↓ Lack of local market intelligence (sectors, opportunities, etc.). ↓ Leakage of economic activity to nearby larger urban centres. ↓ Growing sense of concern among the business community.
<p>OPPORTUNITIES:</p> <ul style="list-style-type: none"> ↗ Expanding trade deals provide agriculture and agri-food opportunities. ↗ Niche manufacturing if labour issues can be addressed. ↗ Attraction of tourism 'anchors' – events, infrastructure, etc. ↗ Educational opportunities. ↗ Attracting niche health care services including services for the seniors' population. ↗ Downtown/BIA services attraction. ↗ Public transit (rural Uber service?). ↗ Incubation centres to support key sectors/ opportunities. 	<p>THREATS:</p> <ul style="list-style-type: none"> ↘ Broad demographic and population trends. ↘ Changing provincial policies (environment, energy, population, etc.) that have a negative impact on Huron County's economy. ↘ Heightened competition within Ontario and beyond for both business investment and talent. ↘ Some infrastructure challenges.

2.2 Huron County: The Five Big Challenges

There are five big issues that stand out from the S.W.O.T. assessment that require further analysis. During the stakeholder consultation process in 2014 and in the spring/summer of 2015, these five themes were seen as potentially significant barriers to future economic development across the county. Moving forward the economic development initiatives and activities undertaken by the County and its partners will address these challenges.

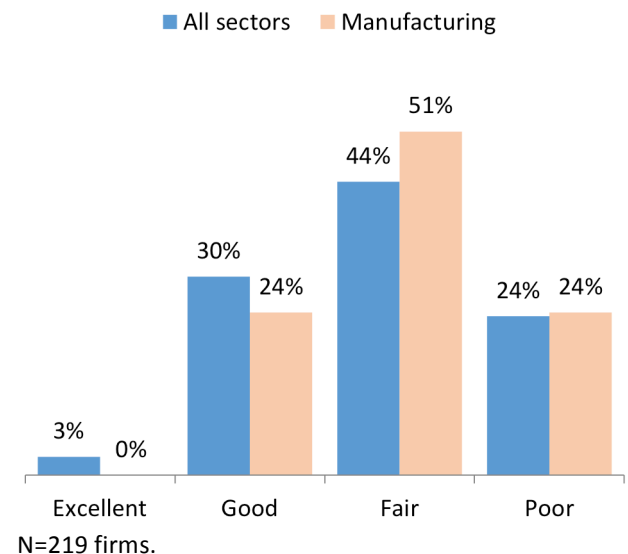
CHALLENGE #1: Ensuring there are enough workers now and for the future

One of the most prominent issues raised by employers in Huron County is the growing challenge of finding workers. The Four County EmployerOne Survey released in January 2015 found that 75 percent of manufacturing firms in Bruce, Grey, Huron and Perth Counties rated the “availability of qualified workers” as only fair or poor (Figure 1). Only one out of three firms overall rated the availability of qualified workers as either good or excellent.

In that same survey nearly one in four *workers* reported they expected to be retired within five years. The tightening labour market will be a fundamental barrier to the future health and dynamism of the county’s economy.

The primary focus is to ensure Huron County residents have jobs and career opportunities at home. Immigration and people attraction will also be important over the medium to longer term to support workforce needs and also to create a strong demographic foundation for the future.

Figure 1: Rating the availability of qualified workers in Bruce, Grey, Huron & Perth- Employer responses (% of total)



Source: Four County EmployerOne Survey (Jan. 2015)

Can we do more to match available jobs to available workers in the county and beyond? Can we attract more people to move to the county? Should we do more to train the local workforce for current and future job opportunities?

Action Items:

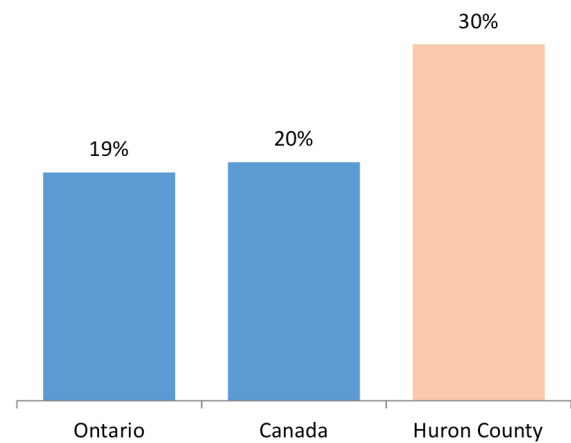
- ⇒ Work closely with the *Four County Labour Market Planning Board* and local business groups to identify labour gaps and develop short and longer term solutions.
- ⇒ Promote local career opportunities to young people still in high school.
- ⇒ Develop a targeted people attraction and immigration strategy.
- ⇒ Align tourism and people attraction (i.e. come here to play, stay to build your career).

CHALLENGE #2: The pipeline for future entrepreneurship

Entrepreneurs have been the backbone of traditional industries across Huron County such as agriculture as well as the manufacturing and service sectors. However, many in the entrepreneurial class are aging with a large portion of them aged 55 and older. At the time of the 2011 National Household Survey, of the 7,500 persons aged 55 and older in the Huron County workforce, a full 30 percent were self-employed (Figure 2). That translates into over 2,200 business owners moving into retirement in the near future. Many of these are in the agriculture and agri-food sectors.

Where will the next generation of ambitious entrepreneurs come from? Are we doing enough to encourage our youth to consider this path? Are we matching potential entrepreneurs with business owners looking for a succession plan? We need to do more to promote the county externally as a great place to set up a business (i.e. encourage aspiring entrepreneurs to move to Huron County). We will develop a business incubation centre and other tools to encourage entrepreneurship.

Figure 2: Percentage of workers 55+ identified as self-employed



Source: Statistics Canada National Household Survey (2011).

Action Items:

- ⇒ Expand small business mentoring and support for new and future entrepreneurs.
- ⇒ Develop business incubation/acceleration spaces and other support services for key sectors of the economy.
- ⇒ In conjunction with local business groups, develop a succession planning strategy.
- ⇒ Encourage young people to think about entrepreneurship.
- ⇒ Develop a strategy to attract entrepreneurs from outside the county into targeted opportunities.

CHALLENGE #3: The lack of focus on specific economic development opportunities

Like many economic development departments and agencies across Canada, much of the focus in Huron County has been on a set of economic development functions (community marketing, small business support, etc.). These are important but the most effective economic development organizations are those that are identifying and pursuing specific growth opportunities.

Huron County needs to attract business investment. This investment comes in many forms including: equity investments in local firms; new companies setting up in the county; companies expanding into the county; immigrant investors; etc. It is important for the County and its municipalities to build the business case (the value proposition) for investing and selling that business case to potential new investors.

The economic profile of Huron County and its municipalities is changing. Retail services are being squeezed by online selling and by the lure of big box shopping in larger urban centres. Tourism is getting ever more competitive.

Manufacturing employment across Ontario has been in decline for more than a decade. Across the province, the bulk of new job creation is in professional, creative industries such as software development, Internet services, engineering and architecture – industries that do not have much traction in rural communities and small towns. We need to invest more time and effort on the identification of opportunities for economic growth in Huron County. We need to develop the sectors where there is potential for more private sector investment. We need to leverage new broadband technologies to encourage more home-based businesses in Huron County. We need to help our small businesses benefit from the Internet. Can we attract more niche training/education opportunities similar to the emergency responders training centre? Are there tourism asset development projects that will entice more visitors to our county?

Action Items:

- ⇒ Work with industry groups, community leaders and other partner to develop a short list of opportunities that have above average potential for investment based on specific Huron County attributes.
- ⇒ Develop an annual work plan that identifies targeted outcome and then not deviate from the plan during the year (the importance of focus).

CHALLENGE #4: The need to invest in and support strategic infrastructure

One of the big challenges for smaller jurisdictions such as Huron County can be the quality of its infrastructure – a lack of scale can limit demand and investment for infrastructure that supports economic activity such as ports, airports, highways, industrial parks, broadband, etc. Despite its size, the County needs a plan to support strategic infrastructure assets.

- **Goderich Port:** The Goderich Port is an important strategic asset for Huron County. It is the largest seaway depth port on east side of Lake Huron and supports key industries including the salt mine and agriculture exports. According to the Goderich Port Management Corporation approximately 250 ships dock within the Port of Goderich annually, loading and delivering commodities such as salt, grain and calcium chloride. It is a self-sustaining port with the operations and supporting capital cost covered by user fees. There could be potential for growth at the port by expanding its uses. However, expansion is constrained by a lack of access to developable land. There has been several options put forward to facilitate future expansion but these have run into challenges. The money for a detailed business plan is already in place but uncertainty around the size and scope of the development is holding back its development.

If the land and facilities were in place, there are potential expansion opportunities including additional agriculture products, aggregate and other commodities as well as storage facilities for these products. There are other options that could be explored if the land was available. For example, secondary ports in the United States and Europe are being used for the location of biorefineries based on agricultural biomass.

Action Item:

- ⇒ When the issues with land development are sorted out, the County will work with the Town and the Port Authority to support the marketing of the port for new opportunities.

- **County Airports:** Huron County is home to 3 airports: the Wingham Airport, the Goderich Airport, and the Centralia Airport. The Wingham and Goderich airports are municipal airports; both are authorized airports of entry (AOE/15 authorized) capable of providing clearance for all classes of scheduled and non-scheduled aircraft (passenger and cargo) where the passenger capacity, including crew, does not exceed 15 people. The Centralia Airport (Huron Air Park, formerly CFB Centralia) is the largest private airfield in Southwestern Ontario. It is located 15 minutes west of Exeter. It has two paved and lighted runways; the main asphalt runway is 5012 feet long and the other is 4400 feet long.

Action Item:

- ⇒ Aircraft maintenance, repair and operations (MRO) facilities are becoming more common at secondary airports because of lower costs, less congestion, and other benefits (similar to the services offered by New United Goderich Inc. at the Centralia/James T. Field Memorial Airport). The County will work with the proponents of each of the three airports to assess potential economic development opportunities.

- **Industrial Parks/Land:** Access to available and properly zoned land has been a constraint on some development opportunities in the county. In the near future, the new Employment Lands Strategy will provide a 20-year view of the development potential of industrial land across the county.

Action Items:

- ⇒ Based on the new Employment Lands Strategy, the County will develop a commercial/industrial real estate map for the county that provides easy to use data on available buildings and potential sites across the county.
- ⇒ The County will develop a strategy to integrate employment lands into marketing and investment attraction efforts.

CHALLENGE #5: Better engagement of the private sector and other stakeholders

It is important for the public sector to play a key role in economic development as there is a public interest in the county having a strong economy. However, the private sector needs to play a greater role in terms of leadership, industry knowledge, etc. Until recently, economic development efforts across the county have been mostly driven by county and municipal government. The establishment of the Huron County Economic Development Board was an important step to ensure private sector leadership, support and advocacy (see Section 4 for details).

Action Items:

- ⇒ The County will engage industry in the development of sector-specific initiatives. They can help define and promote opportunities.
- ⇒ A strategy for private sector funding support (initiative specific or general funding of economic development efforts) will be evaluated as part of the long term planning for economic development. Across Canada, increasingly the private sector is providing funding support for economic development activities.

3. DEVELOPING KEY SECTOR OPPORTUNITIES

The *Huron County Economic Development Plan* puts a focus on the development of specific opportunities within our key growth sectors. There are things we can do collectively to make the County and municipalities attractive for investment in these key growth sectors. The following table provides an overview of the key growth sectors and identifies specific opportunities and initiatives that could be pursued to strengthen the potential for business investment. Appendix B provides additional baseline data on potential growth sectors in Huron County.

3.1 Agriculture and agri-food

Huron County is the most agriculturally productive county in Ontario. It has more census farms (3,260), more acres of farmland (711,525) and more gross farm receipts than any other county or district in the province. Agriculture and agri-food will remain the dominant driver of the county economy. However, it is important to ensure that farmers and processors are investing in new technology, adapting to market trends and renewing their workforce. Increasingly we have to look to global market opportunities.

Action Items:

- ⇒ Develop an agricultural marketing strategy by December 2015*.
- ⇒ Create an agri-business sector task force to bring focus to issues such as workforce development, succession planning and new entrepreneurship development. The AG-Ambitions Program is an important model to build on in support of future agri-business entrepreneurs and young farmers.
- ⇒ Support workforce development and recruitment. Work with the *Four County Workforce Planning Board* to identify employment opportunities and skills gaps.
- ⇒ Develop an agri-business/manufacturing accelerator linked to business and post-secondary education institutions with the objective of commercializing new innovation for the agri-business sector.
- ⇒ Work with the Huron County Economic Development Board in a government advocacy role to ensure policy decisions at the provincial government are not harmful to the sector in Huron County.
- ⇒ Create an enhanced Buy Local campaign to better inform residents of the significance of agri-business to the County.

**Agriculture marketing strategy:* The County needs an agricultural marketing strategy and associated marketing materials. The strategy will focus on promoting Huron County's agricultural assets and highlighting Huron County as an excellent place to expand agricultural opportunities. The agriculture marketing strategy will dovetail with the County hosting the *International Plowing Match and Rural Expo in 2017*. During that week tens of thousands of visitors will come to the County to view farm machinery displays, educational exhibits, competitive plowing and other events.

3.2 Tourism

Tourism is an important sector for the county economy. There are over 2,000 people working just the accommodation, food services, arts and entertainment sectors. This doesn't include the many retailers and other businesses that benefit from tourism traffic each year. According to Statistics Canada there are more than 110 restaurants, 21 RV parks and recreational camps and 13 golf courses across the county. However, Huron County has an under-developed tourism market relative to other rural areas in southern and central Ontario.

Action Items:

- ⇒ Create a current Tourism asset map for the County that identifies gaps in terms of infrastructure, services and training.
- ⇒ Develop a comprehensive database of events in the county that is user friendly and then look for ways to leverage the events for greater economic activities.
- ⇒ Work with RTO, Province, Huron County Tourism and the HCEDB on the development of infrastructure, services and training that will enhance the tourism sector. Advocate for the development of strategy tourism assets (major draws) that support the tourism ecosystem in the county.
- ⇒ Align tourism marketing with the new County-wide branding*.
- ⇒ Develop a tourism signage strategy for the county.
- ⇒ Work with the industry to address perceived accommodation challenges.

**See Section 4.2 for the County branding recommendation.*

3.3 Education

There are very few post-secondary educational opportunities within the county. This was identified by stakeholders as a key barrier but also a development opportunity. In recent years there have been efforts to expand post-secondary education in Huron County with some success.

Action Items:

- ⇒ Create a county level Post-Secondary Education Task Force.
- ⇒ Develop a database of all existing post-secondary opportunities in the county.
- ⇒ Create a County wide strategy for post-secondary training and education opportunities that requires a cooperative and consistent approach that meets the needs of the whole County and does not pit community against community. Within the County, certain communities can be identified for specific types of training such as the REACH Centre in Clinton for equine/agriculture.
- ⇒ As part of the strategy, identify specific educational opportunities and work to attract them to Huron County.

3.4 Manufacturing

Across the county there are 170 firms in the manufacturing sector² including 21 in food-related manufacturing; 25 in metal fabrication; 18 in agricultural and other equipment manufacturing; and 17 in furniture manufacturing. Despite some recent losses, Huron County has a higher percentage of its workforce in manufacturing compared to Ontario as a whole.

Action Items:

- ⇒ Support workforce development and recruitment. Work with the *Huron County Manufacturers Association* and the *Four County Workforce Planning Board* to identify current and projected job opportunities and at the same time develop an overview of current skill gaps.
- ⇒ Conduct strategic Job Fairs in other Regions and Provinces.
- ⇒ Create a compelling case for relocating to Huron County for job prospects.
- ⇒ Work with local manufacturers to develop potential expansion projects.
- ⇒ Promote manufacturing success stories including the career opportunities in the sector.
- ⇒ Look for supply chain development opportunities.
- ⇒ Evaluate the potential of a manufacturing incubator/tinker space to support start-up manufacturers.

3.5 Health care

Health care is a strategically important sector because of a) its importance to residents' quality of life; and b) it is a high impact and growing economic sector. If residents have to leave the county to access health care services it is both an inconvenience for residents and lost economic activity for the county. The county needs to position itself as a model for high quality rural health care services in Ontario.

Action Items:

- ⇒ Set up a team (economic development and sector professionals) to evaluate potential public and private sector health care opportunities (i.e. home care services).
- ⇒ Develop a strategy to expand facilities to support senior care across the county. A community foundation could be established to raise private funds to support this effort.
- ⇒ Work collectively to attract key health care professionals to the county.
- ⇒ Promote the quality of health care services as part of the people attraction efforts.

3.6 Information-technology based economic activity

With the growing proliferation of broadband telecommunications, entrepreneurs with good ideas for Web-based services and technology development can set up anywhere. The county has a number of examples from firms offering advanced GIS services to the Virtual High School.

² As reported in Canadian Business Patterns (June 2014). Source Statistics Canada.

Action Items:

- ⇒ Create more networking opportunities for local IT companies. Connect IT firms to other local industries that have needs that could be solved with technology.
- ⇒ Identify and promote examples of firms using technology (i.e. Virtual High School).
- ⇒ Promote the potential of IT-based entrepreneurship to young professionals who want to stay in the county.
- ⇒ Look to attract IT entrepreneurs who want to take advantage of Huron County's lifestyle.
- ⇒ Work to ensure wide access to broadband technology across the county.
- ⇒ Look to integrate the use of IT in other key sectors of the economy.

3.7 Retail and service industries

The growth of online shopping and big box retailing in the larger urban centres is putting even more pressure on the Huron County retail and services sector. More economic 'leakage' will hurt the county's economy and also make it less attractive to local residents.

Action Items:

- ⇒ Work with the municipalities through their Strategic Plans to create a robust county-wide database of opportunities for businesses. This would be based on the development of a comprehensive list of goods and services that residents currently leave the county to access.
- ⇒ Create a strategy that works with the municipalities to promote these opportunities. Utilize job fairs, career days, tours and marketing pieces including a robust web site to link entrepreneurs to opportunities.
- ⇒ Create a quick "concept to start program" for individuals or businesses interested in filling these business voids. Utilize a quick permitting process from the small business centre and HBDC, and assist with marketing of these start-up businesses. Create a business welcome wagon concept to integrate new businesses quickly and seamlessly into the communities.
- ⇒ Encourage local retail and services providers to take advantage of the Internet to develop their businesses.
- ⇒ Support Buy Local campaigns.
- ⇒ Work on a public transportation strategy (i.e. a rural Uber* service).

**Uber is the fast growing ride sharing program that has become a phenomenon in larger urban centres but has yet to be applied effectively in rural areas.*

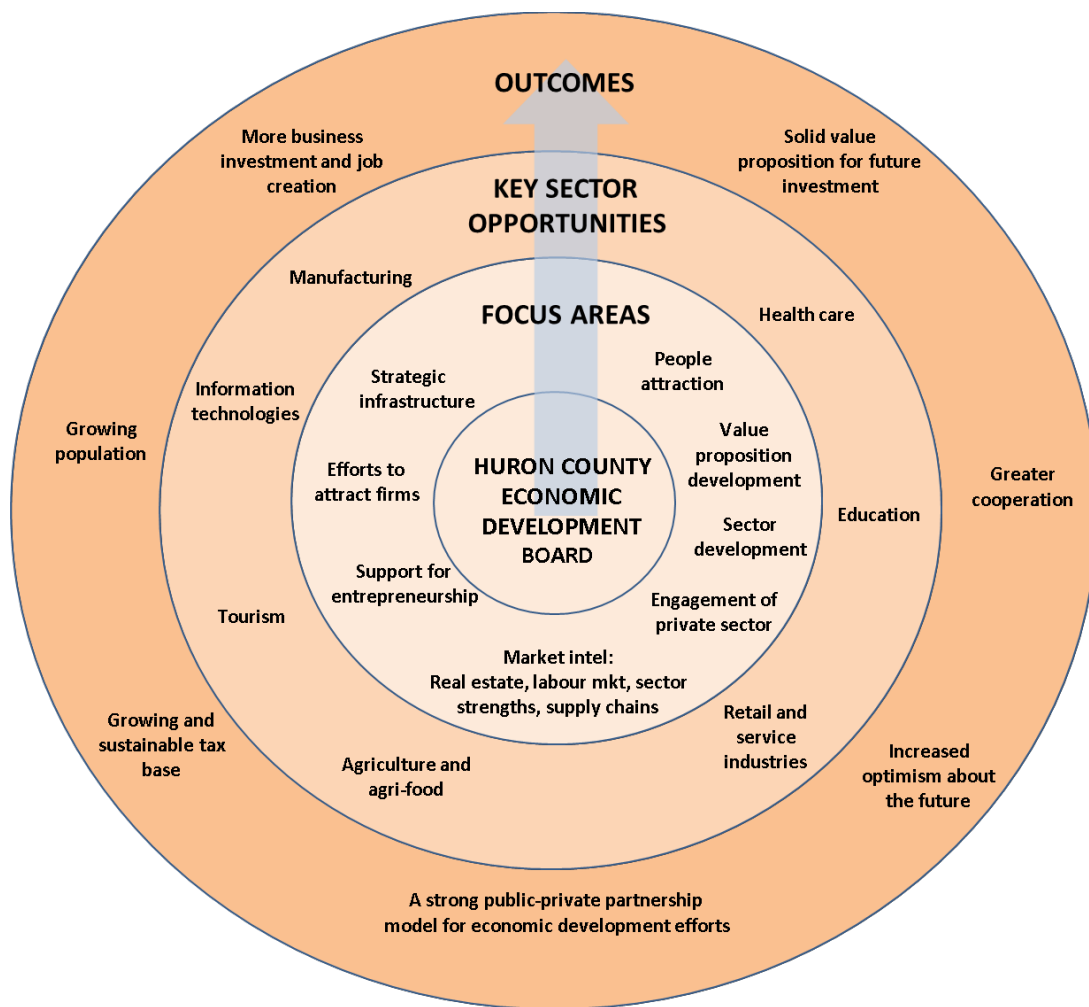
4. HURON COUNTY ECONOMIC DEVELOPMENT PLAN: ACHIEVING RESULTS

4.1 The Huron County economic development framework

Figure 3 summarizes the economic development framework that emerged from the consultation with industry, government and other community stakeholders in 2014. At the center of the ‘wheel’ is the Huron County Economic Development Board which will provide leadership, measurement and accountability over economic development efforts in the county (see Section 4.4). The *Focus Areas* are the eight activities that drive success in the *Key Sector Opportunities*.

The *Key Sector Opportunities* outlined in Section 3 are key to the strategy and represent specific initiatives identified by the Huron County economic development team in conjunction with industry stakeholders and/or municipalities. These opportunities will drive new business investment, job creation and tax revenue – the *Outcomes* section of the framework.

Figure 3: The Huron County Economic Development Framework



4.2 Role of the County Economic Development Department

The County government has a critical role to play in support of economic development. It can bring various stakeholders together for networking and collaboration. It can work on projects and infrastructure investments of county-wide significance. The following table outlines the recommended roles for the County's economic development department. It is critically important for the County to align staff and budget to the roles associated with the economic development department. This will be an evolutionary process as staff may need to be reassigned, retrained, etc.

<u>Role/Description:</u>	<u>Measurement:</u>
⇒ Support for economic development initiatives with a county-wide significance	New jobs, investment, incremental tax revenue from initiatives.
⇒ Work on people attraction efforts in collaboration with other partners	Number of people attracted/ retained aligned to industry need and entrepreneurial opportunities.
⇒ Support investment in strategic infrastructure - ports, airports, industrial parks, etc.	Strategic investment in infrastructure that supports economic growth.
⇒ Support business attraction and growth efforts – aligned with opportunities for investment in the municipalities	New jobs, investment, incremental tax revenue from business growth.
⇒ Lead County brand, marketing and promotional efforts*	Better brand awareness, direct relationship between marketing and promotion and new investment.
⇒ Provide small business and entrepreneur support	New jobs, investment, incremental tax revenue from business growth.
⇒ Provide support for key strategic industries	New jobs, investment, incremental tax revenue from business growth.
⇒ Make it easier to navigate the development process**	A streamlined and more effective development process will be an important contribution to a better environment for economic development.
⇒ Facilitate better access to capital	Establishing local angel networks, raising awareness of other capital sources, etc.
⇒ Relationship building with municipalities and other partners	Networking events, shared initiatives, regional economic scorecard, etc.

***The County's Economic Development Brand:**

The County Economic Development Department will lead a *County Branding and Marketing Strategy*. This would take several months to complete and involve many stakeholders. Once in place the Brand and Marketing Strategy will be used to tie all significant sectors' marketing together with a unified message and enthusiasm. It will be important to tie its implementation to a well thought out social media strategy.

****Ensuring Huron County is Open for Business**

The competition for business investment across Ontario is becoming more acute. Governments that are perceived to be business-friendly will have a leg up on the competition. Being Open for Business does not mean eliminating important regulation and processes but it does mean ensuring unnecessary regulation and processes are streamlined. It also means guiding businesses through the development process in a timely fashion. The County will work closely with the municipalities to develop a standard set of best practices to ensure businesses can get timely decisions on potential projects.

4.3 Role of the municipalities

The municipalities in the county also have an important role in support of economic development. They are a significant partner for the County and should work closely on economic development, people attraction and strategic infrastructure initiatives. In addition, better collaboration between the County and municipalities should ensure limited duplication of effort.

Role/Description:

- ⇒ Determine local economic development opportunities and initiatives.
- ⇒ Ensure vibrant business centres (downtowns).
- ⇒ Work with the County and other partners on sector-specific opportunities.
- ⇒ Provide insight into local economic trends.
- ⇒ Business retention activities.
- ⇒ Event promotion.

4.4 Role of the Huron County Economic Development Board

The new Huron County Economic Development Board has a very strategic role to play in support of economic development in the county.

- ⇒ Work with the County on the establishment of strategic direction and priorities for county-level economic development efforts reflecting the priorities of the economic development strategic plan, county council, administration and the business community.
- ⇒ Develop an annual report on economic development in the County including progress on key initiatives and measurements such as job creation, new business start-ups and incremental taxes generated from economic development efforts. Work with the County Department of Economic Development to Host an annual event to update the community on the state of economic development across the county.
- ⇒ In consultation and collaboration with County Council, Administration and the County Department of Economic Development, advocate for strategic economic development projects and opportunities to the County government as well as provincial and federal government partners.
- ⇒ Assess specific requests for County investment into specific initiatives or economic infrastructure in consultation with the County Department of Economic Development.
- ⇒ Foster greater collaboration among the key organizations and partners involved in economic development.
- ⇒ Ensure greater private sector participation in the development of economic development strategy and tactics.
- ⇒ Establish reasonable metrics to measure the return on investment from the public investment into economic development efforts.
- ⇒ Be champions: In collaboration with County Council, Administration and the County Department of Economic Development host potential new businesses, lobby for key projects, etc.

4.5 Role of other levels of government/industry groups/community stakeholders

The new economic development framework includes a more direct role for other stakeholders such as other levels of government, industry groups and community stakeholders. They will be asked to participate in activities that involve their industry or community. They will be asked to provide greater insight into the challenges and opportunities for their specific industries. Provincial and federal government partners will be brought in to support specific initiatives.

Table 1: Huron County economic development ecosystem

Key Partner:	Role and focus:	Includes:
Huron County Council	<ul style="list-style-type: none"> ⇒ Leadership and commitment ⇒ County economic development team/resources ⇒ Strategic funding support – tied to defined results measurement ⇒ Advocacy with other levels of government ⇒ Investments in strategic infrastructure 	<ul style="list-style-type: none"> • County councillors • County senior leadership • County economic development team
Municipalities within Huron County	<ul style="list-style-type: none"> ⇒ Determine local economic development opportunities and initiatives. ⇒ Ensure vibrant business centres (downtowns). ⇒ Work with the County and other partners on sector-specific opportunities. ⇒ Provide insight into local economic trends. ⇒ Business retention activities. ⇒ Event promotion. 	<ul style="list-style-type: none"> • The municipalities of Huron County
Huron County Economic Development Board	<ul style="list-style-type: none"> ⇒ Establish strategic direction and priorities for county-level economic development efforts. ⇒ Provide direction and oversight for county-level economic development efforts. ⇒ Advocate for strategic econ. development projects. ⇒ Foster greater collaboration. ⇒ Ensure greater private sector participation. ⇒ Establish metrics to measure ROI. ⇒ Be champions for the county. 	<ul style="list-style-type: none"> • Eight senior business and community leaders from across the county • Three county councillors
Community and other local economic development-related partners	<ul style="list-style-type: none"> ⇒ Identify and bring forward economic, challenges, concerns and opportunities to the Board that are County-wide in scope. 	<ul style="list-style-type: none"> ⇒ Chambers of Commerce (5) ⇒ Business Improvement Associations (6) ⇒ Sector groups such as Huron Federation of Agriculture; Huron Food Action Network; Huron Arts & Heritage Network
Provincial and federal government partners	<ul style="list-style-type: none"> ⇒ Ensure the county's key sectors are taking full advantage of programs and services to support economic development (i.e. investment attraction, trade development, technology adoption, workforce development, post-secondary education, etc.) 	<ul style="list-style-type: none"> ⇒ MPP's, MP ⇒ Key government ministries and agencies.

4.6 Working with other Regions/Counties

Huron County collaborates with other counties and regions on a number of initiatives ranging from the *Four County Labour Market Planning Board* to the coordination of health care services. There are a number of areas where collaboration on economic development efforts could create cost savings and better outcomes for all. Examples of areas where it may make good sense from the stand point of creating critical mass and for a cost and resource sharing perspective include:

- Regional Job Fairs – Promoting available jobs in western Ontario.
- Small Business Centre – Create regional centres of excellence that work complimentary and collaboratively such that the region’s entrepreneurs have access to the greatest amount of expertise and programing possible. This will leverage government funds and training and allow for a greater depth of learning and experience exchange. It could also allow for entrepreneurs to quickly build a larger market across several regions or counties.
- Sector Accelerator Opportunities - Partnering with other regions or counties in this respect could allow again for critical mass and shared expertise and resources. This would allow the County to create a start-up environment for several sectors. In some areas Huron County would be the lead and others would support. In other sectors another area may be the lead and Huron County would support. This approach has many potential benefits and could attract willing partners in the federal and provincial governments.
- Port Development: Are there other regions or counties that would benefit by increased port capabilities. If so would they partner in the enhancement and or marketing of the Port?

5. ORGANIZATION OF THE HURON COUNTY ECONOMIC DEVELOPMENT DEPARTMENT

5.1 New staff organization

Going forward it will be important to have the human resources and budget of the department of economic development aligned with the implementation of the priorities of the economic development strategic plan. The County should demonstrate its commitment to economic development by making it a focal point of County administration. Specifically this may require that it come out from under County Planning and be a small but important standalone department.

While the work of the economic development team has been focussed on carrying out the work of the implementation of the previous strategic plan it is recommended that a different structure and approach be applied going forward.

The pillars of the county economic development plan will need attention and focus in the areas of encouraging and strengthening an entrepreneurial culture, business retention and support and investment attraction, marketing and special sector project support. While there is work currently being done in several of these areas a concentrated effort with predetermined outcomes is lacking.

What is proposed is a fairly significant reallocation of human resources and work functions to assist in the implementation of measureable results oriented activities tied to the strategic plan pillars.

The new staff complement for the Huron County Economic Development Department will be as follows:

- Director of Economic Development
- Economic Development Manager
- Entrepreneurship Support
- Marketing & Communications Coordinator
- Economic Development Content Coordinator
- Economic Development Officer – Workforce Focus
- Economic Development Officer – Business Focus
- Administrative Support

A description of each role is shown in the table below.

Job Title:	Description:
Director of Economic Development	<ul style="list-style-type: none"> • General management and budgetary duties • Economic Development Board Liaison • Developing and implementing departmental goals and plans • Promote productive work environment and strong, can-do department culture • Stakeholder engagement • Reporting • Oversight of County branding and marketing vision • Development and retention of collaborative relationships outside of County borders
Economic Development Manager	<ul style="list-style-type: none"> • General management and budgetary duties • Economic Development Board Liaison • Oversight of development and execution of County-wide marketing and branding plans and endeavours • Develop, maintain and direct positive working relationship with key business stakeholders, community groups and municipal partner CAOs, EDOs and Council in Huron County • Compilation and presentation of reports to County Council
Entrepreneurship Support	<ul style="list-style-type: none"> • Support and grow a creative entrepreneurial culture in Huron County • Emphasis on collaboration and leveraging capacity • Encourage and assist with development of a comprehensive County strategy focused on stimulating an entrepreneurial culture and encouraging small business start-up and support • County strategy must acknowledge broad market thinking
Marketing & Communications Coordinator	<ul style="list-style-type: none"> • Responsible for the implementation a quality multi-sector County branding and marketing strategy
Administrative Support	<ul style="list-style-type: none"> • Payroll • Administrative assistance for Economic Development Board • Direct inquiries to appropriate staff • Assist with budget responsibilities and reporting
Economic Development Content Coordinator	<ul style="list-style-type: none"> • Material development to support County economic development, marketing and branding plans
*EDO – workforce focus	<ul style="list-style-type: none"> • Working with partners to ensure future labour market needs are identified and addressed
*EDO – business focus	<ul style="list-style-type: none"> • Business attraction and retention • Through understanding and comprehensive knowledge of municipal planning, permitting and local by-laws

5.2 Implications for Staff Supported Organizations

The Huron County economic development department has been supporting several organizations by the allocation of staff time and resources. The Huron County Economic Development Plan refocuses staff resources internally. Support will be provided to these organizations and the objective is for them to develop a stand-alone financial model that allows them to continue to play a role in support of their respective mandates.

Organization:	Description:
Huron Tourism Association	<ul style="list-style-type: none">Encourage stand-alone operation with annual stipend for 3 years (\$10,000 per year). No staff will be allocated to organization.
Huron Manufacturing Association	<ul style="list-style-type: none">Encourage stand-alone operation with annual stipend for 3 years (\$10,000 per year). No staff will be allocated to organization.
Huron Economic Development Partnership - Invest In Huron	<ul style="list-style-type: none">To be re-assessed with new focus and parameters over the next year. Other examples will be sought out and examined.

6. MEASURING RESULTS: ACHIEVING VALUE FOR THE TAXPAYER INVESTMENT

An important feature of the Huron County Economic Development Plan (2016-2020) is its focus on identifying specific *opportunities* and then on measuring the *results* of these initiatives. This can be as narrow as developing the value proposition for a specific company to invest in the county or as broad as a sector initiative meant to foster new business investment and job creation. In both of these cases, there will be an effort undertaken by the County and that can be measured in time and dollars allocated. In both cases the impact of the initiatives can be measured and compared to the amount of time and effort spent to achieve the results.

Measuring value for taxpayer investment in economic development brings a number of benefits including:

- ⇒ It allows for effective measurement of results. What worked? What didn't work? What could we change in the process to generate better results? What should we stop doing because it is not generating value? Where should we allocate more time and effort?
- ⇒ It helps key stakeholders and the taxpayers in Huron County understand the value that arises from using tax dollars to fund economic development efforts.
- ⇒ It helps employees understand how they are directly contributing to the prosperity of the county.

As with any organization, there will continue to be economic development functions that are more 'generic' in nature and harder to measure. However, the bias will be towards investing time and effort into economic development initiatives that can be tied to specific and measurable outcomes. Examples of how to calculate the payback on taxpayer investment into economic development can be found in Appendix A.

Value for taxpayer investment: Key metrics

- ⇒ Increased private sector investment
- ⇒ Number of new businesses established in the county as a result of our efforts
- ⇒ Net workforce expansion/employment growth
- ⇒ Population growth
- ⇒ Return on taxpayer investment (ROTI)*

*Expanding on the return on taxpayer investment (ROTI)

An ROTI calculation is a straightforward way of estimating the economic value derived by the County's taxpayers from the public investment into economic development. If we spend \$500,000 on a new initiative it should lead to more than \$500,000 worth of incremental tax revenue to County and municipal governments over a defined period of time (the payback period). For example, a \$500,000 effort by the County to help incubate new businesses should generate incremental tax revenue from the businesses that set up (both from the new employment income and business taxes). If it takes five years to recoup the \$500,000 initial investment in the form of incremental taxes, then the payback period is five years. It is important to note that for initiatives with provincial or federal government participation, the taxes generated by those initiatives to the provincial or federal government can be added to the ROTI calculation. Several examples of how to calculate an ROTI can be found in Appendix A.

7. ADVANCING THE HURON COUNTY ECONOMIC DEVELOPMENT PLAN

It is important for the County to see the economic development plan as one with many different fingerprints on it. The Huron County Economic Development Board will have an oversight and leadership role and will be reporting on results to the residents of Huron County on an annual basis. The municipalities are very important players as are other stakeholders. The key is to broaden the 'ownership' of the economic development plan.

Year 1 approach

- ⇒ Achieve alignment with the municipalities.
- ⇒ Formalize potential opportunities and initiatives to be undertaken in Year 1
- ⇒ Formalize a team-based model for collaboration around key opportunities.
- ⇒ Communicate the plan to the public – “it’s needed and your support is key”.
- ⇒ Persuade internal and external stakeholders - hearts and minds campaign - building the brand –
 - External: Huron County has a brighter future. Huron County residents and businesses need to realize that a focused and determined effort will change things in a positive way. We need to engage them in a conversation about the future.
 - Internal: Getting municipal partners and other stakeholders to get excited about the plan. We want them to see themselves in the plan and work hard to achieve the goals.
 - Momentum is key. Getting a ‘buzz’ out there – driving excitement about plan will be important to its success – short term and long term.

APPENDIX A: FROM OPPORTUNITIES TO SUCCESSFUL OUTCOMES - A NINE STEP PROCESS

1. Identify potential growth sectors and opportunities
2. Run the opportunities through an initial assessment filter. Determine baseline information (employment, etc.) on the sector and opportunity. Is it worth pursuing relative to the effort required and related risks?
3. If it passes the initial screen, develop specific objectives for the sector/opportunity.
4. Run the sector/opportunity through the focus filters from the Wheel (Figure x above). Does the sector/opportunity require a focus on:
 - People attraction
 - Value proposition development
 - Sector development
 - Engaging the private sector
 - Market intelligence
 - Support for entrepreneurship
 - Efforts to attract firms
 - Broadband infrastructure
 - Other?
5. Identify specific initiatives that will help us achieve the goals. These are tangible initiatives where we invest time and human resources to directly influence the specific outcomes.
6. Supplement specific initiatives with core economic development functions:
 - Community/county promotion
 - Small business/start-up support
 - Etc.
7. Develop activities/initiatives measurement (leading indicators):
 - Incremental taxes generated from the activities/initiatives
 - New jobs created from the activities/initiatives
 - New business investment the activities/initiatives
 - New start-ups as a result to the activities/initiatives
8. Measure community/county level outcomes (lagging indicators)
 - Increasing tax base
 - Growing population
 - Expanding economy
 - Increased optimism about the future
9. Feedback loop (what's working, not working, what should change)? Feed this back into the process.

Example project ROI: A new large scale tourism event in the County

A proponent has come forward with an opportunity to develop a large scale annual event that will bring in an estimated 50,000 tourists to the county every year. The role of the County and its community partners is to invest in an initial marketing campaign (\$250,000) in year one to get things rolling.

What is the potential of the event? How many new tourists annually? Where will they come from? Can we measure the economic impact? What is the potential risk from our investment in the effort?

Number of new tourists (annually)	50,000
Total new spend in the County	\$6,250,000
Incremental labour income	\$4,375,000
Annual property taxes supported by the labour income	\$96,250
Property taxes directly generated from the new event	<u>\$15,000</u>
Total incremental property taxes (annual)	\$111,250
Initial County investment in the initiative	\$250,000
Payback on the County's investment	2.3 years
Jobs created (FTE)	102
Private sector investment leveraged	\$1.5 million

Example project ROI: An effort to expand the manufacturing workforce

Five of the County's leading manufacturers are facing labour shortages. They have 135 new positions that need to be filled but cannot find the workers. The average wage of the positions is \$18.50/hour with benefits. The jobs are full time, year round. The role of the County is to help the firms identify and support training of the workers – including through the attraction of immigrants if required.

Number of new direct jobs (annually)	135
Incremental labour income (direct and supply chain)	\$6,753,240
Annual property taxes supported by the labour income	\$148,571
Property taxes directly generated from firm expansions	<u>\$35,000</u>
Total incremental property taxes (annual)	\$183,571
Initial County investment in the initiative	\$500,000*
Payback on the County's investment	2.7 years

**Could leverage provincial government training program dollars.*

Example project ROI: An effort to attract targeted health care services

The county has identified the need for a number of specialized health care services. County residents are leaving the area to access these services taking the economic activity out of the region. The effort would require a campaign that would include identifying the market demand for the services and the overall value proposition to entice health care providers to establish in the County. This would be followed with a targeted effort to meet with and convince service providers to move to the County.

Specialize care facility (FTEs)	35
Specialized health care providers (FTEs)	<u>15</u>
Number of new direct jobs (annually)	50
Incremental labour income (direct and supply chain)	\$5,525,000
Annual property taxes supported by the labour income	\$121,550
Property taxes directly generated from new construction	<u>\$50,000</u>
Total incremental property taxes (annual)	\$171,550
Initial County investment in the initiative	\$400,000
Payback on the taxpayer investment	2.3 years

APPENDIX B: BASELINE DATA ON POTENTIAL GROWTH SECTORS

The following table provides the high level baseline data for seven key sector opportunities identified in the Fall 2014 document. The Location Quotient represents the variation in employment intensity in Huron County compared to the provincial labour market. A value greater than one means there is a higher intensity of employment in Huron County compared to the provincial labour market. For example, the LQ for the Huron County manufacturing sector is 1.16 meaning there is 16% more employment in manufacturing relative to the provincial labour market.

The information technology sector includes telecommunications; computer systems design and services; and software development. Agriculture and agri-food* includes all farms, support for farms and food manufacturing. Tourism includes NAICS 71 arts, entertainment and recreation and NAICS 72 accommodation and food services. Retail and services includes NAICS 44-45 Retail trade; NAICS 54 Professional, scientific and technical services; and NAICS 81 Other services. The education sector excludes elementary and secondary school employment.

Table 2: Baseline data for key sector opportunities (Huron County)

Key Sector:	Employment (2011)	% of total county employment	Location Quotient (ONT = 1.00)	Number of establishments (2014)
Manufacturing	3,590	12.1%	1.16	179
Information technologies	135	0.5%	0.16	38
Health care	3,410	11.5%	1.08	205
Agriculture and agri-food *	4,855	16.3%	6.17	2,207
Tourism	2,045	6.9%	0.86	234
Retail and services	5,030	16.9%	0.73	1,210
Education	165	0.6%	0.20	19

Table 3: Agriculture and agri-food* establishments in Huron County by employment size (2014)

NAICS Group:	Total Establishments	No identified employment	Establishments with employment	Employment size					
				1-4	5-9	10-19	20-49	50-99	100-199
111190 - Other grain farming	515	438	77	68	8	1	0	0	0
112110 - Beef cattle ranching and farming, incl. feedlots	262	245	17	11	4	2	0	0	0
112210 - Hog and pig farming	198	127	71	43	18	7	3	0	0
112120 - Dairy cattle and milk production	193	116	77	54	14	9	0	0	0
111150 - Corn farming	169	160	9	7	1	1	0	0	0
112991 - Animal combination farming	151	133	18	16	2	0	0	0	0
111110 - Soybean farming	140	129	11	9	1	0	0	0	0
111999 - All other miscellaneous crop farming	136	122	14	11	2	0	1	0	0
112320 - Broiler and other meat-type chicken production	114	81	33	29	4	0	0	0	0
112310 - Chicken egg production	62	40	22	14	7	1	0	0	0
111140 - Wheat farming	52	50	2	0	1	0	1	0	0
112920 - Horse and other equine production	34	30	4	3	0	1	0	0	0
112410 - Sheep farming	27	23	4	3	1	0	0	0	0
111940 - Hay farming	25	21	4	2	0	2	0	0	0
Other farms	125	82	43	26	4	7	5	0	1
1150 Support activities for farms (1151 and 1152)	57	43	14	8	2	2	1	1	0
3111 Animal food manufacturing	10	3	7	0	0	0	6	1	0
3112 Grain and oilseed milling	1	1	0	0	0	0	0	0	0
3114 Fruit and vegetable preserving and specialty food manu	1	0	1	0	1	0	0	0	0
3115 Dairy product manufacturing	1	1	0	0	0	0	0	0	0
3116 Meat product manufacturing	5	2	3	0	0	2	0	1	0
3119 Other food manufacturing	2	1	1	0	1	0	0	0	0

Source: Canadian Business Patterns. Statistics Canada. June 2014.

Table 4: Agriculture and agri-food* employment in Huron County by three-digit NAICS grouping (2011)*

NAICS Group:	County employment:	Location Quotient (ONT = 1.00)
111-112 Farms (111 to 112)	3965	9.77
1110 Farms (except aquaculture)	3965	9.80
1150 Support activities for farms (1151 and 1152)	125	8.73
311 Food manufacturing	765	2.08
3111 Animal food manufacturing	190	11.51
3112 Grain and oilseed milling	55	3.16
3114 Fruit and vegetable preserving and specialty food manu	125	4.07
3115 Dairy product manufacturing	15	0.33
3116 Meat product manufacturing	230	2.35
3119 Other food manufacturing	140	3.34
312 Beverage and tobacco product manufacturing	15	0.27
3121 Beverage manufacturing	10	0.19

*Published in increments of five. The numbers are not shown if fewer than 10 are employed. Source: Statistics Canada National Household Survey (2011).

Table 5: Tourism-related establishments in Huron County by employment size (2014)

NAICS Group:	Establishments Total	No identified employment	Establishments with employment	Employment size					
				1-4	5-9	10-19	20-49	50-99	100-199
7111 Performing arts companies	4	2	2	1	0	0	1	0	0
7112 Spectator sports (6 horse race tracks)	8	7	1	0	0	0	0	1	0
7113 Promoters of performing arts, sports and similar	2	1	1	1	0	0	0	0	0
7115 Independent artists, writers and performers	8	3	5	5	0	0	0	0	0
7121 Heritage institutions	5	3	2	2	0	0	0	0	0
7131 Amusement parks and arcades	0	0	0	0	0	0	0	0	0
7132 Gambling industries	0	0	0	0	0	0	0	0	0
7139 Other amusement and recreation industries*	39	17	22	4	3	11	3	1	0
7211 Traveller accommodations	24	7	17	8	5	1	3	0	0
7212 RV parks and recreational camps	21	10	11	4	4	2	0	1	0
7213 Rooming and boarding houses	2	1	1	0	0	1	0	0	0
7221 Full-service restaurants	61	7	54	11	17	11	15	0	0
7222 Limited-service restaurants	52	8	44	6	12	14	8	3	1

*Includes: 13 golf courses and country clubs, 3 marinas, 9 fitness and recreational sports centres and 3 bowling centres.

Source: Canadian Business Patterns. Statistics Canada. June 2014.

Table 6: Tourism-related employment in Huron County by three-digit NAICS grouping (2011)*

NAICS Group:	County employment:	Location Quotient (ONT = 1.00)
71 Arts, entertainment and recreation	355	0.58
711 Performing arts, spectator sports and related	90	0.47
7112 Spectator sports	25	0.69
7115 Independent artists, writers and performers	40	0.54
712 Heritage institutions	35	0.78
7121 Heritage institutions	30	0.67
713 Amusement, gambling and recreation industries	235	0.63
7132 Gambling industries	25	0.26
7139 Other amusement and recreation industries	205	0.79
72 Accommodation and food services	1690	0.95
721 Accommodations services	255	1.01
7211 Traveller accommodations	205	0.90
7212 RV parks and recreational camps	50	2.38
722 Food services and drinking places	1435	0.94
7221 Full-service restaurants	595	0.92
7222 Limited-service restaurants	735	1.02
7223 Special food services	50	0.42
7224 Drinking places (alcoholic beverages)	50	1.08

*Published in increments of five. The numbers are not shown if fewer than 10 are employed. Source: Statistics Canada National Household Survey (2011).

Table 7: Manufacturing establishments in Huron County by employment size (2014)

NAICS Group:	Establishments Total	No identified employment	Employment size						
			Establishments with employment	1-9	10-19	20-49	50-99	100-199	200+
311 Food manufacturing	21	8	13	2	2	7	2	0	0
313 Textile mills	1	0	1	0	0	1	0	0	0
314 Textile product mills	3	2	1	1	0	0	0	0	0
315 Clothing manufacturing	1	1	0	0	0	0	0	0	0
316 Leather and allied product manufacturing	2	1	1	1	0	0	0	0	0
321 Wood product manufacturing	21	10	11	3	3	2	1	1	1
322 Paper manufacturing	1	1	0	0	0	0	0	0	0
323 Printing and related support activities	11	5	6	4	1	1	0	0	0
325 Chemical manufacturing	5	3	2	1	0	1	0	0	0
326 Plastics and rubber products manufacturing	12	2	10	3	2	4	1	0	0
327 Non-metallic mineral product manufacturing	7	3	4	1	1	1	1	0	0
331 Primary metal manufacturing	2	0	2	0	0	0	0	1	1
332 Fabricated metal product manufacturing	23	13	10	3	4	0	2	1	0
333 Machinery manufacturing	25	6	19	7	5	5	2	0	0
334 Computer and electronic product manufacturing	1	0	1	0	1	0	0	0	0
335 Electrical equipment, appliance and components	5	2	3	2	1	0	0	0	0
336 Transportation equipment manufacturing	6	2	4	2	2	0	0	0	0
337 Furniture and related product manufacturing	17	9	8	7	0	1	0	0	0
339 Miscellaneous manufacturing	15	10	5	5	0	0	0	0	0

Source: Canadian Business Patterns. Statistics Canada. June 2014.

Table 8: Manufacturing employment in Huron County by three-digit NAICS grouping (2011)*

NAICS Group:	County employment:	Location
		Quotient (ONT = 1.00)
31-33 Manufacturing	3590	1.16
311 Food manufacturing	765	2.08
312 Beverage and tobacco product manufacturing	15	0.27
313 Textile mills	75	4.48
314 Textile product mills	0	0.00
315 Clothing manufacturing	0	0.00
316 Leather and allied product manufacturing	0	0.00
321 Wood product manufacturing	290	3.82
322 Paper manufacturing	0	0.00
323 Printing and related support activities	25	0.18
324 Petroleum and coal product manufacturing	0	0.00
325 Chemical manufacturing	45	0.25
326 Plastics and rubber products manufacturing	450	2.27
327 Non-metallic mineral product manufacturing	160	1.84
331 Primary metal manufacturing	310	2.31
332 Fabricated metal product manufacturing	440	1.49
333 Machinery manufacturing	430	1.81
334 Computer and electronic product manufacturing	20	0.09
335 Electrical equipment, appliance and component m	30	0.40
336 Transportation equipment manufacturing	355	0.62
337 Furniture and related product manufacturing	55	0.39
339 Miscellaneous manufacturing	95	0.78

**Published in increments of five. The numbers are not shown if fewer than 10 are employed. Source: Statistics Canada National Household Survey (2011).*

Table 9: Health care-related establishments in Huron County by employment size (2014)

NAICS Group:	Total Establishments		Employment size								
			Establishments with employment	1-4	5-9	10-19	20-49	50-99	100-199	200-499	
62 Health care and social assistance	205	56	149	63	33	26	10	11	4	2	
6211 Offices of physicians	57	13	44	34	5	3	2	0	0	0	
6212 Offices of dentists	15	4	11	0	7	4	0	0	0	0	
6213 Offices of other health practitioners	51	28	23	15	6	1	1	0	0	0	
6214 Out-patients care centres	7	3	4	1	2	0	0	1	0	0	
6215 Medical and diagnostic laboratories	1	0	1	1	0	0	0	0	0	0	
6216 Home health care services	2	0	2	0	0	0	1	1	0	0	
6219 Other ambulatory health care services	2	0	2	1	0	1	0	0	0	0	
6220 Hospitals (6221 to 6223)	7	0	7	2	0	0	0	1	3	1	
6230 Nursing and residential care facilities	40	1	39	2	9	17	3	7	1	0	
6241 Individual and family services	14	3	11	6	2	0	1	1	0	1	
6242 Community food and housing, relief, etc.	3	2	1	1	0	0	0	0	0	0	
6243 Vocational rehabilitation services	3	1	2	0	2	0	0	0	0	0	
6244 Child day-care services	3	1	2	0	0	0	2	0	0	0	

Source: Canadian Business Patterns. Statistics Canada. June 2014.

Table 10: Health care-related employment in Huron County by three-digit NAICS grouping (2011)*

NAICS Group:	County employment:	Location Quotient (ONT = 1.00)
62 Health care and social assistance	3410	1.08
6211 Offices of physicians	150	0.62
6212 Offices of dentists	185	0.96
6213 Offices of other health practitioners	250	1.04
6214 Out-patients care centres	125	1.07
6215 Medical and diagnostic laboratories	0	0.00
6216 Home health care services	125	1.15
6219 Other ambulatory health care services	45	1.01
6220 Hospitals (6221 to 6223)	675	0.73
6230 Nursing and residential care facilities (6231 to 6239)	1105	1.79
6241 Individual and family services	325	1.32
6242 Community food and housing, and emergency and other relief	0	0.00
6243 Vocational rehabilitation services	55	1.46
6244 Child day-care services	345	1.14

*Published in increments of five. The numbers are not shown if fewer than 10 are employed. Source: Statistics Canada National Household Survey (2011).

Table 11: Education-related establishments in Huron County by employment size (2014)

NAICS Group:	Total Establishments	No identified employment	Employment size						
			Establishments with employment	1-9	10-19	20-49	50-99	100-199	200+
611210 - Community colleges and C.E.G.E.P.s	1	0	1	1	0	0	0	0	0
611420 - Computer training	1	1	0	0	0	0	0	0	0
611430 - Professional and management dev. training	1	1	0	0	0	0	0	0	0
611510 - Technical and trade schools	1	0	1	0	0	1	0	0	0
611620 - Athletic instruction	2	1	1	1	0	0	0	0	0
611690 - All other schools and instruction	8	4	4	1	2	1	0	0	0
611710 - Educational support services	5	5	0	0	0	0	0	0	0

Source: Canadian Business Patterns. Statistics Canada. June 2014.

Table 12: Education-related employment in Huron County by three-digit NAICS grouping (2011)*

Note – the NHS provides labour force data based on where people live and not where they work. People counted in the Huron County workforce may be working outside the county.

NAICS Group:	County employment:	Location Quotient (ONT = 1.00)
6112 Community colleges	15	0.10
6113 Universities	90	0.21
6114 Business schools and computer and management training	0	0.00
6115 Technical and trade schools	0	0.00
6116 Other school and instruction	60	0.31
6117 Educational support services	0	0.00

**Published in increments of five. The numbers are not shown if fewer than 10 are employed. Source: Statistics Canada National Household Survey (2011).*

Table 13: Information technology-related establishments in Huron County by employment size (2014)

NAICS Group:	Total Establishments	No identified employment	Employment size				
			Establishments with employment	1-4	5-9	10-19	20-49
511211 - Software publishers (except video game publishers)	1	1	0	0	0	0	0
511212 - Video game publishers	0	0	0	0	0	0	0
517111 - Wired telecommunications carriers (except cable)	2	0	2	0	0	0	2
517112 - Cable and other program distribution	1	0	1	0	0	1	0
517210 - Wireless telecommunications carriers	0	0	0	0	0	0	0
517410 - Satellite telecommunications	1	1	0	0	0	0	0
517910 - Other telecommunications	0	0	0	0	0	0	0
518210 - Data processing, hosting, and related services	5	3	2	0	2	0	0
519130 - Internet publishing and broadcasting	1	1	0	0	0	0	0
541514 - Computer systems design and related services	27	15	12	9	2	1	0
541515 - Video game design and development services	0	0	0	0	0	0	0

Source: Canadian Business Patterns. Statistics Canada. June 2014.

Table 14: Information-technology -related employment in Huron County by three-digit NAICS grouping (2011)*

NAICS Group:	County employment:	Location Quotient (ONT = 1.00)
517 Telecommunications	65	0.22
5415 Computer systems design and related services	70	0.15
5112 Software publishers	0	0.00

*Published in increments of five. The numbers are not shown if fewer than 10 are employed. Source: Statistics Canada National Household Survey (2011).

Table 16: Retail and service industry -related establishments in Huron County by employment size (2014)

NAICS Group:	County employment:	Location Quotient (ONT = 1.00)
44-45 Retail trade	2795	0.84
441 Motor vehicle and part dealers	335	1.05
442 Furniture and home furnishings stores	85	0.64
443 Electronics and appliances stores	75	0.57
444 Building material and garden equipment and supplies dealers	365	1.54
445 Food and beverage stores	645	0.82
446 Health and personal care stores	160	0.57
447 Gasoline stations	130	1.93
448 Clothing and clothing accessories stores	195	0.52
451 Sporting goods, hobby, book and music stores	35	0.25
452 General merchandise stores	455	0.85
453 Miscellaneous store retailers	210	1.01
454 Non-store retailers	100	1.03
54 Professional, scientific and technical services	950	0.41
5411 Legal services	175	0.58
5412 Accounting, tax preparation, bookkeeping and payroll service	220	0.75
5413 Architectural, engineering and related services	160	0.42
5414 Specialized design services	40	0.35
5415 Computer systems design and related services	70	0.15
5416 Management, scientific and technical consulting services	125	0.42
5417 Scientific research and development services	25	0.25
5418 Advertising, public relations, and related services	40	0.25
5419 Other professional, scientific and technical services	100	0.59
81 Other services (except public administration)	1285	0.97
811 Repair and maintenance	610	1.62
812 Personal and laundry services	240	0.59
813 Religious, grant-making, civic, and professional and similar org	370	0.88

Source: Canadian Business Patterns. Statistics Canada. June 2014.

Table 16: Retail and service industry -related employment in Huron County by three-digit NAICS grouping (2011)*

NAICS Group:	Total Establishments	No identified employment	Establishments with employment	1-4	5-9	10-19	20-49	50-99	100-199
44-45 Retail trade	528	197	331	145	90	57	30	4	5
441 Motor vehicle and part dealers	65	28	37	12	11	9	4	1	0
442 Furniture and home furnishings stores	24	11	13	7	5	1	0	0	0
443 Electronics and appliances stores	26	12	14	10	4	0	0	0	0
444 Building material and garden equipment and supplies	50	15	35	15	5	9	5	1	0
445 Food and beverage stores	90	21	69	27	12	14	12	2	2
446 Health and personal care stores	34	15	19	8	4	3	4	0	0
447 Gasoline stations	39	23	16	4	8	4	0	0	0
448 Clothing and clothing accessories stores	45	10	35	15	16	3	1	0	0
451 Sporting goods, hobby, book and music stores	25	13	12	9	3	0	0	0	0
452 General merchandise stores	35	6	29	10	8	6	3	0	2
453 Miscellaneous store retailers	72	29	43	25	11	6	1	0	0
454 Non-store retailers	23	14	9	3	3	2	0	0	1
54 Professional, scientific and technical services	292	165	127	89	19	16	2	1	0
5411 Legal services	34	10	24	10	5	9	0	0	0
5412 Accounting, tax preparation, bookkeeping and payroll	58	30	28	23	2	2	0	1	0
5413 Architectural, engineering and related services	34	16	18	12	2	2	2	0	0
5414 Specialized design services	14	8	6	6	0	0	0	0	0
5415 Computer systems design and related services	27	15	12	9	2	1	0	0	0
5416 Management, scientific and technical consulting	57	41	16	16	0	0	0	0	0
5417 Scientific research and development services	7	4	3	1	1	1	0	0	0
5418 Advertising, public relations, and related services	13	11	2	1	0	1	0	0	0
5419 Other professional, scientific and technical services	48	30	18	11	7	0	0	0	0
81 Other services (except public administration)	390	174	216	163	39	10	4	0	0
811 Repair and maintenance	188	104	84	61	18	2	3	0	0
812 Personal and laundry services	90	47	43	34	7	2	0	0	0
813 Religious, grant-making, civic, and similar organizations	109	21	88	67	14	6	1	0	0

*Published in increments of five. The numbers are not shown if fewer than 10 are employed. Source: Statistics Canada National Household Survey (2011).