

# COUNTY OF HURON

## **MANUFACTURING SECTOR MARKETING STRATEGY**

**FINAL REPORT  
March, 2006**

Prepared by:  
**Advisory Services//GPA**  
economic development consultancy since 1993

# **COUNTY OF HURON: MANUFACTURING SECTOR MARKETING STRATEGY**

## **FINAL REPORT**

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# EXECUTIVE SUMMARY

The County of Suron, the Suron Business Development Corporation and the Suron Manufacturing Association decided in 2004 that it was timely to undertake the joint preparation of a manufacturing sector marketing strategy for the County of Suron.

The objectives of the Suron study were threefold:

### **Information Analysis**

- Assemble and analyze information on the evolution of Suron manufacturing over the past five years and, in particular, key Suron manufacturing clusters identified in the 1999/2000 Manufacturing Sector Strategic Plan.
- Update the analysis of key manufacturing sub-sectors.
- Confirm existing key manufacturing clusters and/or identify new clusters.

### **Partnership Development**

- Aim to facilitate implementation of marketing initiatives through partnerships.
- Identify, develop and promote important forms of public and public/private partnerships:
  - Within Suron County; and
  - Between Suron County groups and compatible external regional groups.

### **Effective Implementation**

- Develop a realistic, sustainable and cooperative implementation strategy by promoting community and business awareness, involvement and commitment.

To assist them in this task, the partners retained Advisory Services//GPA, a firm specializing in economic development since 1993. The study report that follows summarizes Suron's manufacturing sector marketing strategy and is made up as follows:

Chapter 1	Report on the <b>Situation Audit</b> (Taking Stock)
Chapter 2	Develops the <b>Game Plan</b> (Marketing Strategy)
Chapter 3	Outlines the <b>Action Plan</b> (Implementation Plan)

# SITUATION AUDIT

# 1. SITUATION AUDIT

## PROCESS

The process adopted by the consultant was as follows:

### A. Take Stock of the Situation

1. Conduct a review of manufacturing economic development activities (business re-orientation and expansion; and new business attraction).
2. Identify any changes in Ontario's manufacturing sector in terms of "expansions", "reduction", "relocations" and "start-ups".
3. Identify and assess any current or potential infrastructure, labour, transportation, energy and taxation issues relevant to Ontario manufacturing.
4. Obtain the views of Ontario leaders on the health and future prospects of Ontario manufacturing.
5. Assess Ontario community commitment to manufacturing Ontario County in the coming years.
6. Obtain the views of export and investment attraction leaders in the Ministry of Economic Development and Trade (MDET) and the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) on:
  - o Ontario marketing readiness.
  - o Ontario prospects in domestic and export markets.
  - o Regional marketing partnership possibilities.
  - o What is currently effective and what is not with regards to investment attraction.
7. Identify Ontario manufacturing strengths by 3-digit NAICS manufacturing sub-sectors, 4-digit NAICS manufacturing segments and by manufacturing clusters and compare with 1999/2000 findings.
8. Review Southern Ontario's recent investment attraction record.
9. Identify key trends affecting manufacturing in Ontario in the coming years.

### B. Carry out a Situation Analysis

10. Draw on the results of Tasks 1 through 9 above and carry out a SWOT Analysis.
11. Classify critical issues as either strengths or weaknesses or threats or opportunities.
12. Prioritize the critical issues.
13. Write up findings.

### C. Hold a Focus Group Meeting

14. Present findings of Tasks 1 through 12 to Ontario leaders in a group meeting.
15. Obtain inputs and confirm Ontario manufacturing sector priority issues which form the basis for the marketing strategy.

### D. Finalize Situation Audit

16. Incorporate inputs from focus group meeting and finalize Situation Audit.

During the "Take Stock" phase, new manufacturing opportunities were identified, representatives of the Ontario Government were invited to visit Ontario County to brief leaders on the subject of "marketing readiness" and the County prepared and submitted to the Province its qualifications as a contender for these special manufacturing opportunities.

**FINDINGS**

**5. HURON NON-FOOD MANUFACTURING STRENGTHS (See Appendix for details)**

In non-food manufacturing, Huron County **exceeds** the Provincial Benchmark in **12** segments (4-digit NAICS) representing **56%** of local jobs:

- **Seven** segments with **46%** of jobs involve metal-working and transportation equipment manufacturing.
- **Two** segments with **8%** of jobs involve wood-working.
- **Three** segments with **2%** of jobs involve oil and coal based products, fabric mills and pesticides.

Among 49 census divisions, Huron County ranks **first** in **three** segments, **third** in **two** segments, **sixth** in **three** segments, and **seventh** and **eighth** in **two** segments.

<u>NON-FOOD RELATED MANUFACTURING</u>		<u>Huron Jobs</u>	<u>Huron EDI</u>	<u>Ont. EDI</u>	<u>Huron EDI/ Ont. EDI</u>	<u>Rank (Out of 49)</u>
<b>PRIMARY METAL, MACHINERY, FABRICATED METAL PRODUCTS &amp; TRANSPORTATION EQPT</b>						
1	<b>3327 MACHINE SHOPS &amp; RELATED MFG</b>	685	11.5	1.8	6.5	1
2	<b>3315 FOUNDRIES</b>	475	8.0	0.9	8.8	1
3	<b>3331 AGRI., CONST. &amp; MINING MACHINERY MFG</b>	370	6.2	0.6	9.6	1
4	<b>3323 ARCHITECT. &amp; STRUCTURAL METALS MFG</b>	180	3.0	1.6	1.9	3
5	3362 Motor Vehicle Body and Trailer Manufacturing	170	2.8	0.6	4.9	6
6	3336 Engine, Turbine & Power Transm Eqpt Mfg	35	0.6	0.2	2.4	6
7	3366 Ship & Boat Building	30	0.5	0.2	3.2	8
	<b>(46%) 1945</b>					
<b>WOOD PRODUCT MANUFACTURING</b>						
1	<b>3219 OTHER WOOD PRODUCT MANUFACTURING</b>	235	3.9	1.3	3.1	3
2	3211 Sawmills & Wood Preservation	105	1.8	0.8	2.2	14
	<b>(8%) 340</b>					
<b>OTHER SECTORS</b>						
1	3241 Petroleum & Coal Products Manufacturing	40	0.7	0.5	1.4	6
2	3132 Fabric Mills	25	0.4	0.3	1.4	7
3	3253 Pesticide, Fertilizer & Other Agri-Chem Mfg	10	0.2	0.1	1.6	14
	<b>(2%) 75</b>					
	<b>ALL 16 SEGMENTS EXCEEDING THE BENCHMARK</b>	<b>2360</b>				
	<b>(56%) 2360</b>					

Source: Statistics Canada Latest Census Data

DI = Economic Development Index = Manufacturing Jobs per 1000 of Local Population  
Ontario DI = Ontario Benchmark

**6. HURON FOOD MANUFACTURING STRENGTHS (See Appendix for details)**

In food manufacturing, Huron County **exceeds** the Provincial Benchmark in **4** segments (4-digit NAICS) representing **15%** of local jobs. Of these:

- **One** segment with **5%** of jobs involves animal food manufacturing.
- **Three** segments with **10%** of jobs involve human food manufacturing.

Huron County ranks **second, third, fifth** and **seventh** (among 49 census divisions) in these **four** segments.

	<u>FOOD RELATED MANUFACTURING</u>	<u>Jobs</u>	<u>Huron EDI</u>	<u>Ontario EDI</u>	<u>Huron EDI/ Ont. EDI</u>	<u>Rank (Out of 49)</u>
1	<b>3111 ANIMAL FOOD MANUFACTURING</b>	<b>185</b>	<b>3.1</b>	<b>0.3</b>	<b>9.5</b>	<b>2</b>
2	<b>3119 OTHER FOOD MANUFACTURING</b>	<b>195</b>	<b>3.3</b>	<b>0.8</b>	<b>4.1</b>	<b>3</b>
3	<b>3114 Fruit &amp; Veg Preserving &amp; Specialty Food Mfg</b>	<b>180</b>	<b>3.0</b>	<b>0.7</b>	<b>4.5</b>	<b>5</b>
4	<b>3112 Grain and Oilseed Milling</b>	<b>55</b>	<b>0.9</b>	<b>0.4</b>	<b>2.1</b>	<b>7</b>
		<b>(15%) 615</b>				

Source: Statistics Canada

EDI = Economic Development Intensity = Manufacturing Jobs per 1000 of Local Population  
 Ontario EDI = Ontario Benchmark

**7. HURON MANUFACTURING WAGES (See Appendix for more details)**

PRODUCTION WORKER WAGES:

\$35,666, **15% below** the Ontario Benchmark (\$41,816).

HURON COUNTY WAGES are **fifth lowest** after  
 Kawartha Lakes (-32%)                      Bruce County (-20%)  
 Dufferin County (-20%)                      Grey County (-17%)

## 8. MAJOR MANUFACTURING PLANT INVESTMENTS: 2003, 2004, 2005

	<u>PLANT</u>	<u>JOBS</u>	<u>INVESTMENT</u>	<u>ORIGIN</u>	<u>PRODUCT</u>
<b><u>Southwestern Ontario</u></b>					
Woods oc (Oxford)	1	1300	\$800m	Japan	Cars/Truc s
London (Middlesex)	1	350	\$81m	Germany	Sea Par s/Door Componen s
London (Middlesex)	1	175	NA	Canada	Sea s
London (Middlesex)	1	150	\$15m	U.S. A.	Transmission Componen s
London (Middlesex)	1	70	NA	Germany	Chassis Modules
Blenheim (Cha ham- en )	1	60	NA	Canada	Moulded foam head/armres s
Windsor ( ssex)	1	50	NA	Canada	Par s Coa ing
London (Middlesex)	1	25	\$10m	Canada	S ruc ural Frames
	8	2180	\$906m+		
<b><u>Southwestern Ontario</u></b>					
Chesley (Grey)	1	250	NA	Canada	Bedroom Furni ure
S ra ford (Per h)	1	200	NA	Canada	Plas ic Moulding for pac aging
Windsor ( ssex)	1	77	\$20m	U.S.A.	Digi al Prin ing
Woods oc (Oxford)	1	25	NA	Canada	Concre e Landscaping Produc
Sarnia (Lamb on)	1	8	NA	U.S.A.	ydrogen Produc ion
	5	560	\$20m+		
<b><u>Southwestern Ontario</u></b>					
Windsor ( ssex)	1	0	\$365m	U.S.A.	Robo ic pain ing Line
Cha ham (Cha ham- en )	1	NA	\$270m	U.S.A.	New Line of Truc Cabs
	2	NA	\$635m		
<b><u>Southwestern Ontario</u></b>					
Corunna (Lamb on)	1	NA	\$260m	Canada	Process Improvemen s
Sarnia (Lamb on)	1	NA	\$75m	olland	Process Improvemen s
Owen Sound (Grey)	1	0	\$17m	Canada	A new 'Goss' prin ing press
	3	NA	\$352m		
<b><u>Southwestern Ontario</u></b>					
Windsor ( ssex)	1	NA	\$13m	U.S.A.	Addi ion of New R&D Cen re
Tilbury (Cha ham- en )	1	50	\$3.5m	Sweden	xpansion
Wallaceburg (Cha ham- )	1	NA	NA	Canada	xpansion
	3	50+	\$16.5m+		
<b><u>Southwestern Ontario</u></b>					
Woods oc (Oxford)	1	30	NA	Canada	Produc ion xpansion
London (Middlesex)	1	10	\$40m	Belgium	Brewery xpansion
	2	40	\$40m+		
<b>2003/2004/2005</b>	<b>TOTAL</b>	<b>23</b>	<b>2930+</b>		<b>\$1970M+</b>

Source: www.2On ario. Com

## 9. RESIDENT LABOUR FORCE “TRAVEL-TO-WORK“ PATTERNS

<u>LATEST CENSUS</u>	<u>LABOUR FORCE (%)</u>
<b>Huron County (3540) 00000 / Huron County (3540)</b>	<b>69.2</b>
Huron County (3540) 00000 / Per h Coun y (3531)	22.3
Huron County (3540) 00000 / Middlesex Coun y (3539)	3.6
Huron County (3540) 00000 / Wa erloo Region (3530)	1.9
Huron County (3540) 00000 / Welling on Coun y (3523)	1.2
Huron County (3540) 00000 / lgin Coun y (3534)	0.5
Huron County (3540) 00000 / Oxford Coun y (3532)	0.4
Huron County (3540) 00000 / Bruce Coun y (3541)	0.3
Huron County (3540) 00000 / al on Region (3524)	0.2
Huron County (3540) 00000 / amil on Division (3525)	0.2
Huron County (3540) 00000 / Grey Coun y (3542)	0.2
To al Labour Force	100.0

Six y-nine percen of uron residen s ravel o wor in uron Coun y. The mos impor an ‘ ravel- o-wor ’ des ina ions ou side he Coun y are loca ed in Per h Coun y (22.3%). Ano her 8.5 % of residen s ravel o des ina ions in o her census divisions, mainly Middlesex Coun y, Wa erloo Region and Welling on Coun y.

## 10. WORK FORCE ORIGINATIONS

<u>LATEST CENSUS</u>	<u>WORK FORCE (%)</u>
<b>Huron County (3540) 00000 / Huron County (3540)</b>	<b>78.52</b>
Bruce Coun y (3541) 00000 / uron Coun y (3540)	11.69
Middlesex Coun y (3539) 20000 / uron Coun y (3540)	3.94
Per h Coun y (3531) 00000 / uron Coun y (3540)	2.98
Lamb on Coun y (3538) 00000 / uron Coun y (3540)	1.07
Grey Coun y (3542) 00001 / uron Coun y (3540)	0.95
Wa erloo Region (3530) 00000 / uron Coun y (3540)	0.36
Welling on Coun y (3523) 00001 / uron Coun y (3540)	0.24
sssex Coun y (3537) 00000 / uron Coun y (3540)	0.24
To al Wor Force	100

uron residen s ma e up approxima ely 79% of he uron wor force. Bruce Coun y residen s who ravel o wor in uron Coun y and uron residen s in he wor force ma e up 90% of he wor force. When uron wor ers who reside in Middlesex, Per h, Lamb on and Grey are included, he cumula ive o al moves up o he 99% mar .

**11. SERVICED INDUSTRIAL LAND ('ready to go today')**

Wingham Industrial Park (North Huron)	40.25 acres*
Vanasra Industrial Park (Huron East)	4.80 acres
Goderich Industrial Park (Goderich)	37.00 acres**
Huron Park Industrial Park (South Huron)	135.00 acres
Ensall Community (Bluewater)	86.27 acres

**NEW STARTS-NEWLY IDENTIFIED (PARTIAL LIST)**

Cos Phi Inc	Goderich
Adventure Coin Machine	Goderich
Trailer-Pro	Goderich
Bowman Quality Cabines L d	Goderich
Ceramic Friends	Gorrie
A &M Home Products	Ensall
Dave Doule Custom Sairs/Rail	Seaford
Wagle Cycle Industries L d	Seaford
Island Wire Products Corp	Seaford
Mrs. O'Ryan's Pillow Factory	Wroxeter
Paco Artists	Zurich

**NEW PRODUCT and/ or NEW PROCESS and/ or SOME JOB GROWTH (PARTIAL LIST)**

Boilersmith	Seaford
Design Concrete Systems	Seaford
Progressive Turf Equipment	Seaford
Seaford Creamery	Seaford
CapProducts	Vanasra
Clinon Roof Trusses	Vanasra
RTM North	Vanasra
MDL Doors	Brussels
Wraf (Nabisco)	Wroxeter
Northlander Industries	Wroxeter
Syfilco	Wroxeter
Wxi-Plas Custom Moulding	Wroxeter Par
Saf-T-Cab	Wroxeter Par
Gnu i	Wroxeter Par
Wenpal Farm Products	Centralia
Wayer's Turkey Products	Dashwood
Wensall District Co-op	Wensall
Ice Culture	Wensall
Volvo Motor Graders	Goderich
Goderich Tool & Die	Goderich
R & R Machine & Tool	Wingham
Wescas Industries, North Wroxeter Casting	Wingham
Wescas Industries, Wingham Casting	Wingham
Wescas Industries, Wingham Machining	Wingham

### 13. SOME INTERVIEW FINDINGS

#### ***What are Huron County manufacturing sector strengths?***

1. Overall lower costs of business operation (62%)
2. Good workforce (54%)
3. Labour costs are low (46%)
4. Lower tax rates (39%)
5. Good quality of life/easy paced life style (39%)
6. Good community/local government support (31%)
7. Close to border and Michigan/ U.S. markets (31%)
8. Good cooperation across businesses/good networking (23%)
9. Transportation availability is good (23%)
10. Close to our markets (23%)
11. Skilled workforce (15%)
12. Availability of labour pool (15%)
13. Living conditions are good for employees (15%)
14. Beautiful area (15%)

#### ***What are Huron County manufacturing sector weaknesses?***

1. Lack of skilled labour (85%)
2. Lack of many business services (69%)
3. Distance to 401 and 402/ transportation costs (54%)
4. Small labour pool to draw on (46%)
5. Losing workers to bigger markets (39%)
6. Distance to large markets (31%)
7. No local training programs (31%)
8. Lack of energy/amenities/hotels/resorts (31%)
9. Winter driving/road conditions (23%)
10. Lack of large airport/adequate rail facilities (23%)
11. Substance abuse problems (23%)
12. Lack of public transportation for workers (15%)
13. ORC is difficult to deal with in Huron Par (15%)
14. Limited access to suppliers (8%)
15. Off the major transportation routes between major markets (8%)
16. Local population not growing (8%)

#### ***What kinds of economic development will be occurring in Huron County in the years ahead?***

1. Tourism (69%)
2. Retirement (69%)
3. Manufacturing – Generally Small Firms (54%)
4. Commercial/Retail (31%)
5. Agri-business (31%)

***In what areas have you been experiencing cost increases?***

1. Materials/supplies (69%)
2. Rising dollar (69%)
3. Utilities/fuels/energy (62%)

***How would you rate your work force?***

1. Good (69%)
2. Average (31%)

***What are some of your work force problems?***

1. Absenteeism (54%)
2. Turnover (23%)

***Do you face any infrastructure problems?***

1. No (69%)
2. Some issues (1 responden )
3. Local roads are inadequate (1 responden )
4. Sewage system doesn't extend to our building (1 responden )
5. Sewers and water pipes are undersized (1 responden )

***Do you expect your business to grow locally?***

1. We will be adding three injection moulding machines and will be hiring about 10 people by March. We expect to continue to grow and could eventually expand from the current 31 employees to 100.
2. We will be hiring 35 people to get to peak employment capacity here. We cannot grow our plant in Huron County any further as we are landlocked.
3. We have a new product in a new market sector. We are looking to partner with a family member business in London. We would like to continue to grow here but we are concerned about the encroachment by a retirement housing community.
4. We are adding new business and we expect to grow. Most recently, we have added product repair work.
5. We could grow if the (Canadian) dollar declines a bit.
6. Though small, our company has growth potential but we need financial support (financing).
7. We could grow but we are dependent on a new corn-based packaging material and finding new customers.
8. We are looking to maintain our current size, no growth.
9. We have recently added 3,000 sq. ft. and we do not anticipate any more growth in the next few years.
10. After adding 60 people recently, we have no current plans to grow.
11. We do not expect any growth in the near future.
12. We do not expect any growth in the short term.
13. We do not expect to be growing.
14. We have developed a new product that has resulted in lower operating costs to our customers. We have added three more people.

15. We have had to rethin the manufacturing process in our plant and automate it to survive. As a result we have had two-digit layoffs in the last few years. We have an ongoing battle with low-cost imports. We consistently strive for more efficiency.
16. We had a big contract and we got complacent. We lost the contract and we face challenges in our comeback.
17. We have spent a lot of money automating our plant. The high value of the Canadian dollar and oil-based products have been challenging to our business. We have successfully increased our domestic business and this has helped us a lot.
18. We have been holding our own and we are making a new product line for a Canadian company. We also have regional distribution rights for this product. We have adopted kaizen (*continuous incremental process/product improvement*) and this is critical to our business. Every week, we run five 10-hour shifts and every Friday morning, we focus on our kaizen goals. These sessions are attended by all staff from the president of the company to the sweeper on a paid-for basis. Kaizen is demanding and never-ending but well worth the effort. We are now contemplating more automation for our plant.
19. We are holding our own but we could do better. We have a tough time getting through the front door of some of the bigger manufacturers to talk to them about our skills. We think we could do a lot for them.

***What, specifically, should be done to help local businesses?***

1. Develop a strong promotional program/create more awareness of the advantages of Huron County (54%)
2. Be attentive to the needs of local business/lis en (39%)
3. Develop local skills training programs (31%)
4. Provide some tax breaks/reduce property taxes (23%)
5. Undertake more studies like this to determine business needs (23%)
6. Provide information on government programs & assistance in applying to them (23%)
7. Provide financial incentives to help business (23%)
8. Eliminate red tape so businesses can grow without interference (23%)
9. Figure out how to keep the labour force from leaving (23%)
10. Show how small businesses are wanted (15%)
11. Upgrade the road system (15%)
12. Develop and distribute Huron County business directories (8%)
13. Better cooperation across local governments (8%)
14. Decide what type of community we should be then develop program to get there (8%)
15. Need better local financial institutions (8%)
16. The Business Development Bank needs to make financial assistance to small businesses easier to obtain (8%)
17. Need one champion or leader for local business development (8%)
18. Fight harder to keep schools and hospitals (8%)
19. Need branch rail lines in Wingham (8%)
20. Need to maintain rail lines in Goderich (8%)
21. Need to ensure supplies of electricity (8%)

## 14. MAJOR MANUFACTURING PLANT INVESTMENTS: 2003, 2004, 2005

	<u>PLANTS</u>	<u>JOBS</u>	<u>INVESTMENT</u>	<u>ORIGIN</u>	<u>PRODUCT</u>
<b><u>Southwestern Ontario</u></b>					
Woods oc (Oxford)	1	1300	\$800m	Japan	Cars/Truc s
London (Middlesex)	1	350	\$81m	Germany	Sea Par s/Door Componen s
London (Middlesex)	1	175	NA	Canada	Sea s
London (Middlesex)	1	150	\$15m	U.S. A.	Transmission Componen s
London (Middlesex)	1	70	NA	Germany	Chassis Modules
Blenheim (Cha ham- en )	1	60	NA	Canada	Moulded foam head/armres s
Windsor ( ssex)	1	50	NA	Canada	Par s Coa ing
London (Middlesex)	<u>1</u>	<u>25</u>	<u>\$10m</u>	Canada	S ruc ural Frames
	8	2180	\$906m+		
<b><u>Southwestern Ontario</u></b>					
Chesley (Grey)	1	250	NA	Canada	Bedroom Furni ure
S ra ford (Per h)	1	200	NA	Canada	Plas ic Moulding for pac aging
Windsor ( ssex)	1	77	\$20m	U.S.A.	Digi al Prin ing
Woods oc (Oxford)	1	25	NA	Canada	Concre e Landscaping Produc
Sarnia (Lamb on)	<u>1</u>	<u>8</u>	<u>NA</u>	U.S.A.	ydrogen Produc ion
	5	560	\$20m+		
<b><u>Southwestern Ontario</u></b>					
Windsor ( ssex)	1	0	\$365m	U.S.A.	Robo ic pain ing Line
Cha ham (Cha ham- en )	<u>1</u>	<u>NA</u>	<u>\$270m</u>	U.S.A.	New Line of Truc Cabs
	2	NA	\$635m		
<b><u>Southwestern Ontario</u></b>					
Corunna (Lamb on)	1	NA	\$260m	Canada	Process Improvemen s
Sarnia (Lamb on)	1	NA	\$75m	olland	Process Improvemen s
Owen Sound (Grey)	<u>1</u>	<u>0</u>	<u>\$17m</u>	Canada	A new 'Goss' prin ing press
	3	NA	\$352m		
<b><u>Southwestern Ontario</u></b>					
Windsor ( ssex)	1	NA	\$13m	U.S.A.	Addi ion of new R&D Cen re
Tilbury (Cha ham- en )	1	50	\$3.5m	Sweden	xpansion
Wallaceburg (Cha ham- )	<u>1</u>	<u>NA</u>	<u>NA</u>	Canada	xpansion
	3	50+	\$16.5m+		
<b><u>Southwestern Ontario</u></b>					
Woods oc (Oxford)	1	30	NA	Canada	Produc ion xpansion
London (Middlesex)	<u>1</u>	<u>10</u>	<u>\$40m</u>	Belgium	Brewery xpansion
	2	40	\$40m+		
<b>2003/2004/2005</b>	<b>TOTAL</b>	<b>23</b>	<b>2930+</b>	<b>\$1970M+</b>	

Source: www.2On ario.com

## **15. SOME KEY TRENDS IN MANUFACTURING**

1. *Two of Big 3 auto-makers are challenged*
2. *Big 3 auto-makers becoming Big 6*
3. *Toyota in Woodstock; Hino to locate close by; many Tier 1, 2 & 3 coming*
4. *Other major Asian auto plant(s) may be coming*
5. *High value of Canadian dollar*
6. *Increasing cost of oil & oil-based inputs*
7. *High commodity prices*
8. *Cost of electricity increasing in Ontario; supply tightening*
9. *Chinese wages 10% of Canadian wages: production workers*
10. *Indian/Chinese wages 20 % of US wages: software & design engineers*
11. *Manufacturing going to China & Canadian plants are going there too*
12. *Product design/development going to China/India*
13. *Pension programs moving from defined benefit to defined contribution*
14. *More plant automation reducing labour content*
15. *Manufacturing starting wages declining*
16. *More focus on process/product innovation (kaizen; 'working smart') to reduce waste*
17. *More focus on areas of unique competitive advantage (product & market) to survive*

## **16. SWOT ANALYSIS RESULTS**

### ***Strengths***

- 1. Strong manufacturing sector/ many steady jobs*
- 2. Productive/ reliable workers with strong work ethic – most living here*
- 3. Low manufacturing wages compared to the Ontario benchmark*
- 4. Employers with long-standing businesses in the county*
- 5. Entrepreneurs and managers who live in the region*
- 6. Serviced industrial land, some at competitive prices*
- 7. Good support companies: transportation providers/ small machine shops*
- 8. Supportive communities*
- 9. More young people aware of employment possibilities in manufacturing*
- 10. More young people going into the manufacturing trades*
- 11. Good proximity to US markets*
- 12. Good proximity to Southwestern Ontario and Central Ontario markets*
- 13. Good Quality of life: cost of living, housing, recreation, schooling, health care*
- 14. The establishment of the Huron Manufacturing Association*
- 15. Hensall District Co-op, an agri-service company, that operates in world markets*
- 16. Ontario Government ownership of industrial land in Huron Park via the ORC*

#### **14. SWOT ANALYSIS RESULTS (continued)**

##### ***Weaknesses***

- 1. Many residents (1500) traveling to work outside the County*
- 2. Huron not very well known for manufacturing: a 'carefully hidden secret'*
- 3. Few recent new plant arrivals*
- 4. Some local companies expanded/ relocated elsewhere*
- 5. ORC looking for a way out*
- 6. Smaller shops need help to sell their services to bigger local players*
- 7. Skilled trades shortages, more acute in East/ South [contact Liberty staffing]*
- 8. Labour shortages, once again more acute in East & South*
- 9. Lack of mentoring for small firms wishing to explore export/Ontario markets*
- 10. Not all "serviced" industrial land truly serviced*
- 11. Some municipalities have no serviced industrial land*
- 12. With one exception, lack of municipally-owned land*
- 13. Senior managers lack structured private forum for discussing common issues*
- 14. Lack of information on Government support programs for manufacturers*
- 15. Lack of close linkages with MEDT/OMAFRA for business retention/attraction*
- 16. No established 'call program' to listen/ address manufacturer issues*

## 14. SWOT ANALYSIS RESULTS (continued)

### **Opportunities**

1. A niche meat packaging plant study for Brussels
2. New micron opportunities: result of auto sector restructuring in Ontario:
3. Tap into OSTAR Red funds to support micron economic development
4. Partner with MA to re-ain/grow existing manufacturing base
5. High Canadian \$ makes domestic markets attractive (help locals re-focus)
6. Help smaller machine shops to gain local sub-contracts
7. Assist smaller players get "market-ready" for export markets
8. Partner with ORC/ Inseal Co-Op to attract new investment
9. Attract companies from countries with investments in micron: e.g. Germany, Italy
10. Attract companies that complement local players in micron clusters such as

**Machine shops**

**Trailers**

**Hardware**

**Boilers**

**Construction machinery**

**Industrial machinery**

**Architectural/ structural metal products**

**Prefab housing/components**

**Mobile homes**

**Foundries**

**Metal fittings**

**Agricultural machinery**

**Commercial service machinery**

**Salad dressings/ mayonnaise**

**Canned vegetables**

11. Position micron for a new:

**Straw-based Ethanol Plant: Iogen, Ottawa**

**Corn-based Ethanol Plant: Can. Renewable Fuels Assoc, Toronto**

**Bio-diesel fuel plant: Ont Agri-Food Tech, Guelph**

**Bio-composites pilot (plant fibres/soybean-based plastics parts): Uof T**

**Corn-based plastics plant: Dow-Cargill/ BASF/ Dupont-Tate & Lyle**

**Prefabricated home (low-cost) manufacturing plant: IKEA Sweden**



# GAM PLAN

## **2. GAME PLAN**

### ***VISION***

## **STRATEGIC INITIATIVES**

1. *Formalize County/Municipalities/HBC/HMA/ORC/Hensall Co-Op partnership*
2. *Prepare proposal/negotiate/secure OMAFRA co-funding for 5-years (OSTAR RED)*
3. *Put in place a Business Retention Program Organization*
4. *Put in place a Investment Attraction Program Organization*
5. *Strengthen Huron Manufacturing Association operations*
6. *Implement employer call program: listen, appreciate, recognize & act*
7. *Implement annual plant recognition program*
8. *Encourage/support an “EMC” initiative*
9. *Encourage/support adoption of “Kaizen” initiative building on local experience*
10. *Encourage/support marketing & sales training for small firms*
11. *Further encourage/support export market readiness for small firms*
12. *Keep up-to-date on government support programs & communicate information*
13. *Expand skilled trades programs /broaden local labour pool to meet Huron needs*
14. *Continue to assist entrepreneurs establish new manufacturing plants*
15. *Pursue the Brussels meat packing plant proposal to a speedy go/no go decision*
16. *Encourage/assist entrepreneurs start-up businesses*
17. *Introduce inquiry tracking/referral system for investor prospects*
18. *Regularly update Huron serviced industrial land inventory & distribute selectively*
19. *Promote available industrial land on Ontario Government & County websites*
20. *Regularly update Dec 2005 submission & resubmit to MEDT & OMAFRA*
21. *Prepare & distribute selectively a Huron promotional DVD & coffee table document*
22. *Advertize selectively in print & electronic media*
23. *Partner & position Huron County as a destination for “advanced manufacturing” plants*
24. *Partner & position Huron County as a destination for domestic food processing plants*
25. *Partner & position Huron County with as a destination for a “new technology” plants*
26. *Partner, plan & implement three annual FAM tours*
27. *Explore regional marketing partnership initiatives to promote County*

# ACTION PLAN

### 3. ACTION PLAN

#### IMPLEMENTATION PROGRAMS

##### ORGANIZATION/ FUNDING/STAFFING/MANAGEMENT/OVERSIGHT

###### IMMEDIATE

- 1. Formalize County/Municipalities/HBC/HMA/Hensall Co-Op/ORC partnership**
  - See Huron County Council approval in principle for the partnership.
  - Establish an Ad hoc Committee made up of municipal/county administrators and representatives of the Huron Business Development Corporation and the Huron Manufacturing Association to negotiate the terms of the partnership (the “Huron Economic Development Partnership”)
  - Establish a municipal/county budget for economic development
  - Obtain County Council approvals: partnership; interim budget; proposal preparation
  - Give Ad hoc Committee day-to-day oversight of economic development activities
  
- 2. Prepare proposal/negotiate/secure OMAFRA co-funding for 5-years (OSTAR RED)**
  - Contact OMAFRA and obtain guidance and advice re funding proposal
  - Draw on proven OSTAR RED experience in Huron County to prepare and submit economic development funding request to OMAFRA
  
- 3. Put in place a Business Retention Program Organization**
  - Strengthen the stand-alone MA administration function
  - Expand MA board to include some municipal representatives
  - Begin to implement Business Retention programs drawing on existing economic development staff and new staff as external funding becomes available
  
- 4. Put in place a separate Investment Attraction Program Organization**
  - Begin to implement Investment Attraction programs drawing on existing economic development staff and new staff as external funding becomes available

## IMPLEMENTATION PROGRAMS

### **BUSINESS RETENTION & EXPANSION**

#### IMMEDIATE

- 5. Strengthen routine HMA operations through regular & quality:**
  - Newsletters    Directory updates    Speakers    Web-site updates
- 6. Implement employer call program: listen, appreciate, recognize & act**
  - Every year:                      21 plans                      (with over 50 jobs per plan )
  - Over 2 years:                      40 plans                      (with 10 to 50 jobs per plan )
  - Over 3 years:                      110 plans                      (with 1 to 10 jobs per plan )
- 7. Implement annual plant recognition program (1-10; 10-50; 50-100; 100+ jobs)**
  - New Product Innovation    New Process innovation    New Export Market
  - New Domestic Market    Work shift Addition                      Facility expansion
  - Important Local Subcontract (s) Awarded                      Major Contract (s) Received
- 8. Encourage/support a local “Excellence in Manufacturing Consortium” initiative [e.g. London as a model]**
- 9. Encourage/support adoption of Kaizen (continuous incremental process/ product improvement) initiative building on local experience**
- 10. Encourage/support marketing & sales training for small firms**
- 11. Further encourage/support export market readiness for small firms [e.g. FITT]**
- 12. Keep up-to-date on Ontario government support programs & communicate information regularly [e.g. \$500 million 0% interest loan available for “innovation”]**
- 13. Expand skilled trades programs /broaden local labour pool to meet Huron needs, especially in East & South of County [Current program seen to be limited]**
- 14. Continue to assist entrepreneurs establish new manufacturing plants**

## IMPLEMENTATION PROGRAMS

### INVESTMENT ATTRACTION:

#### IMMEDIATE

15. Determine private sector interest in Brussels meat packing plant proposal and move to speedy go/no go decision [See investment banking advice; work with OMAFRA's Food Division]
16. Encourage/assist entrepreneurs start-up businesses
17. Introduce inquiry tracking/referral system for investor prospects
18. Regularly update Huron serviced industrial land inventory [4-times/year] & distribute selectively to MEDT/OMAFRA/Real estate brokers/Site selection consultants
19. Promote available industrial land on [www.2Ontario.com](http://www.2Ontario.com) website & enhance the Huron County website [update regularly]
20. As required, update Dec 2005 submission to MEDT re Toyota parts plants

#### YEAR 1

21. Prepare/distribute selectively Huron DVDs/videos [see General Huron project example] & coffee-table documents
22. Advertise selectively in print and electronic media
23. With ORC, position Huron County with MEDT as destination for 'advanced manufacturing' plants such as
  - o Honda/Nissan/ Hyundai parts plants
  - o Ikea Prefab-homes plant
24. With Hensall District Co-Op/ORC, position Huron with OMAFRA as destination for food product plants requiring a Canadian base [e.g. to serve a domestic market]
25. With Hensall District Co-Op/ORC, position Huron [if they requirements can be met] with MEDT/OMAFRA as destination for a new
  - o ethanol plant : CRFA;
  - o logen (Oawa)
  - o Bio-diesel plant : Can Agricultural Food Technologies (Guelph)
  - o Corn-based plastics plant : NatureWorks/Cargill; BASF; Tere & Lyle/Dupon
  - o Bio-composites pilot plant : U of Toronto

## IMPLEMENTATION PROGRAMS

### INVESTMENT ATTRACTION:

#### YEAR 2

#### **26. With ORC & Hensall Co-Op, plan/implement three annual FAM tours for**

- Governmen officials (1 familiariza ion our per year)
- Real es a e bro ers (1 familiariza ion our per year)
- Si e selec ion consul an s (1 familiariza ion our per year)

#### YEAR 3

#### **27. Explore regional trade initiatives to promote Huron County**

**APPENDIX**

**HURON COUNTY**

**MANUFACTURING STRATEGIES**

## **INTRODUCTION**

economic development is defined as the activity aimed at retaining existing investments and jobs in the community as well as attracting new investments to the community and creating new jobs.

A community is deemed to have an CONOMIC DEVELOPMENT STRATEGY in manufacturing when its CONOMIC DEVELOPMENT INTENSITY exceeds the ONTARIO BENCHMARK (Provincial Average).

To determine the CONOMIC DEVELOPMENT STRATEGY of a region relative to the PROVINCIAL BENCHMARK, we compare a region's CONOMIC DEVELOPMENT INTENSITY (# of local jobs/ 1000 of population) to the ONTARIO BENCHMARK in manufacturing as a whole or in a sub-sector or in a segment (see example below).

- **MANUFACTURING (NAICS 31-33)** [Sector]
  - **MACHINERY MANUFACTURING (NAICS 333)** [Sub-Sector]
    - **AGRICULTURAL, CONSTRUCTION & MINING MACHINERY MANUFACTURING (NAICS 3331)** [Segment]

In **Part 1** of this note, we draw on data from Statistics Canada [2-digit data obtained directly; 3- & 4-digit data obtained via OMAFRA'S RDDI website] to identify a region's STRATEGY in manufacturing relative to the ONTARIO BENCHMARK and any STRATEGY relative to 48 other Ontario census divisions.

In **Part 2**, we compare a region's manufacturing WAGES at the production worker level with the ONTARIO BENCHMARK (Provincial Average) and with WAGES in 48 other Ontario census divisions drawing on data obtained from Statistics Canada.

# **HURON COUNTY**

## **MANUFACTURING STRATEGIES**

### **PART 1:**

**ECONOMIC DEVELOPMENT INTENSITY**  
**[JOBS PER 1000 EMPLOYED]**

**REMARKS**

Huron County **exceeds** the Provincial Benchmark in **6** of the **21** major manufacturing sub-sectors (3-digit NAICS).

**Seventy-two percent** of Huron County jobs are in these **6** manufacturing sub-sectors.

<u>Industry (3-digit NAICS)</u>	<u>Huron Jobs</u>	<u>Huron EDI</u>	<u>Ontario EDI</u>	<u>Huron EDI /</u>
---------------------------------	-----------------------	----------------------	------------------------	--------------------

EDI = Economic Development Intensity = Manufacturing Jobs per 1000 of Local Population  
Ontario EDI = Ontario Benchmark

## REMARKS

Huron County **exceeds** the Provincial Benchmark in **16** segments (4-digit NAICS) representing **71%** of County manufacturing jobs.

Huron County approaches the Provincial Benchmark in another **6** segments (4-digit NAICS) representing another **10** percent of Huron manufacturing jobs.

	<u>Industry Segments (4-digit NAICS)</u>	<u>Huron Jobs</u>	<u>Huron EDI</u>	<u>Ont. EDI</u>	<u>Huron EDI/Benchmark</u>
1	3331 Agricultural, Construction & Mining Machinery Mfg	370	6.2	0.6	9.6
2	3111 Animal Food Manufacturing	185	3.1	0.3	9.5
3	3315 Foundries	475	8.0	0.9	8.8
4	3327 Machine Shops & Related Product Mfg	685	11.5	1.8	6.5
5	3362 Motor Vehicle Body and Trailer Manufacturing	170	2.8	0.6	4.9
6	3114 Fruit & Vegetable Preserving & Specialty Food Mfg	180	3.0	0.7	4.5
7	3119 Other Food Manufacturing	195	3.3	0.8	4.1
8	3366 Ship and Boat Building	30	0.5	0.2	3.2
9	3219 Other Wood Product Manufacturing	235	3.9	1.3	3.1
10	3336 Engine, Turbine & Power Transmission Eqpt. Mfg	35	0.6	0.2	2.4
11	3211 Sawmills and Wood Preservation	105	1.8	0.8	2.2
12	3112 Grain and Oilseed Milling	55	0.9	0.4	2.1
13	3323 Architectural and Structural Metals Manufacturing	180	3.0	1.6	1.9
14	3253 Pesticide, Fertilizer & Other Agri-Chem Mfg	10	0.2	0.1	1.6
15	3241 Petroleum and Coal Products Manufacturing	40	0.7	0.5	1.4
16	3132 Fabric Mills	25	0.4	0.3	1.4
		<b>(71%) 2975</b>			
1	3322 Cutlery and Hand Tool Manufacturing	15	0.251	0.3	0.9
2	3262 Rubber Product Manufacturing	50	0.838	0.9	0.9
3	3333 Commercial & Service Industry Machinery Mfg	25	0.419	0.5	0.9
4	3371 Household & Institution Furniture/ Kitchen Cabinet Mfg	95	1.591	1.8	0.9
5	3273 Cement and Concrete Product Manufacturing	35	0.586	0.7	0.8
6	3261 Plastic Product Manufacturing	200	3.350	4.4	0.8
		<b>(10%) 420</b>			

Source: Statistics Canada

EDI = Economic Development Intensity = Manufacturing Jobs per 1000 of Local Population  
Ontario EDI = Ontario Benchmark

## REMARKS

In non-food manufacturing, Huron County **exceeds** the Provincial Benchmark in **12** segments (4-digit NAICS) representing **56%** of local jobs:

- **Seven** segments with **46%** of jobs involve metal-working and transportation equipment manufacturing.
- **Two** segments with **8%** of jobs involve wood-working.
- **Three** segments with **2%** of jobs involve oil and coal based products, fabric mills and pesticides.

	<b>NON-FOOD RELATED MANUFACTURING</b>	<u>Huron Jobs</u>	<u>Huron EDI</u>	<u>Ont. EDI</u>	<u>Huron EDI/ Benchmark</u>	<u>Rank (Out of 49)</u>
	<b>PRIMARY METAL, MACHINERY, FABRICATED METAL PRODUCTS &amp; TRANSPORTATION EQPT</b>					
1	3327 MACHINE SHOPS & RELATED MFG	685	11.5	1.8	6.5	1
2	3315 FOUNDRIES	475	8.0	0.9	8.8	1
3	3331 AGRI., CONST. & MINING MACHINERY MFG	370	6.2	0.6	9.6	1
4	3323 ARCHITECT. & STRUCTURAL METALS MFG	180	3.0	1.6	1.9	3
5	3362 Motor Vehicle Body and Trailer Manufacturing	170	2.8	0.6	4.9	6
6	3336 Engine, Turbine & Power Transm Eqpt Mfg	35	0.6	0.2	2.4	6
7	3366 Ship & Boat Building	30	0.5	0.2	3.2	8
		(46%)	1945			
	<b>WOOD PRODUCT MANUFACTURING</b>					
1	3219 OTHER WOOD PRODUCT MANUFACTURING	235	3.9	1.3	3.1	4
2	3211 Sawmills & Wood Preservation	105	1.8	0.8	2.2	14
		(8%)	340			
	<b>OTHER SECTORS</b>					
1	3241 Petroleum & Coal Products Manufacturing	40	0.7	0.5	1.4	6
2	3132 Fabric Mills	25	0.4	0.3	1.4	7
3	3253 Pesticide, Fertilizer & Other Agri-Chem Mfg	10	0.2	0.1	1.6	14
		(2%)	75			
	<b>ALL 16 SEGMENTS EXCEEDING THE BENCHMARK</b>	2360				
		(56%)	2360			

Source: Statistics Canada

EDI = Economic Development Intensity = Manufacturing Jobs per 1000 of Local Population  
Ontario EDI = Ontario Benchmark

uron County ranks **first** among **forty-nine** census divisions in **three** of these segments representing **37%** of local employment [see **pages 40, 41 & 42** for details] namely:

- **Machine Shops & Related Manufacturing (17%).**
- **Foundries (castings) (11%).**
- **Agricultural, Construction and Mining Machinery Manufacturing (9%).**

uron County exceeds the Provincial Benchmark and ranks **third** among forty-nine census divisions in another **two** Segments representing **10%** of local employment [see **pages 43 & 44** for details]:

- **Architectural & Structural Metal Manufacturing (4%).**
- **Other Wood Product Manufacturing (Mobile & Prefab Homes) (6%).**

uron County exceeds the Provincial Benchmark and ranks **sixth, seventh or eighth** among Ontario's forty-nine census divisions in another **five** manufacturing segments representing **7%** of local employment :

- **Motor Vehicle Body and Trailer Manufacturing (4%).**
- **Engine, Turbine & Power Transmission Equipment Manufacturing; Petroleum and Coal product Manufacturing; Fabric Mills; and Ship and Boat Building (3%).**

<u>RANK</u>	<u>MACHINE SHOPS &amp; RELATED</u>	<u>PNAICS</u>	<u>JOBS</u>	<u>POPULATION</u>	<u>EDI</u>	<u>EDI/ONT BM</u>
1	<b>HURON COUNTY</b>	<b>3327</b>	<b>685</b>	<b>59701</b>	<b>11.5</b>	<b>6.5</b>
2	<b>Brant County</b>	<b>3327</b>	<b>1000</b>	<b>118485</b>	<b>8.4</b>	<b>4.8</b>
3	<b>Wellington County</b>	<b>3327</b>	<b>985</b>	<b>187313</b>	<b>5.3</b>	<b>3.0</b>
4	<b>Oxford County</b>	<b>3327</b>	<b>500</b>	<b>99270</b>	<b>5.0</b>	<b>2.8</b>
5	as ings Coun y	3327	495	125915	3.9	2.2
6	<b>Waterloo Region</b>	<b>3327</b>	<b>1655</b>	<b>438515</b>	<b>3.8</b>	<b>2.1</b>
7	Leeds And Grenville UC	3327	355	96606	3.7	2.1
8	<b>Perth County</b>	<b>3327</b>	<b>235</b>	<b>73675</b>	<b>3.2</b>	<b>1.8</b>
9	<b>Lambton County</b>	<b>3327</b>	<b>355</b>	<b>126971</b>	<b>2.8</b>	<b>1.6</b>
10	Lennox & Adding on Coun y	3327	110	39461	2.8	1.6
11	Peel Regional Municipali y	3327	2575	988948	2.6	1.5
12	<b>Elgin County</b>	<b>3327</b>	<b>195</b>	<b>81553</b>	<b>2.4</b>	<b>1.3</b>
13	Cha ham- en Division	3327	245	107709	2.3	1.3
14	al on Region	3327	820	375229	2.2	1.2
15	<b>Middlesex County</b>	<b>3327</b>	<b>835</b>	<b>403185</b>	<b>2.1</b>	<b>1.2</b>
16	Lanar Coun y	3327	125	62495	2.0	1.1
17	amil on Division	3327	885	490268	1.8	1.0
18	Yor Region	3327	1300	729254	1.8	1.0
19	Simcoe Coun y	3327	670	377050	1.8	1.0
	<b>ONTARIO BENCHMARK</b>	<b>3327</b>	<b>20235</b>	<b>11409951</b>	<b>1.8</b>	<b>1.0</b>
20	ssex Coun y	3327	650	374975	1.7	1.0
21	<b>Bruce County</b>	<b>3327</b>	<b>110</b>	<b>63892</b>	<b>1.7</b>	<b>1.0</b>
22	Renfrew Coun y	3327	160	95138	1.7	0.9
23	Mani oulin Dis ric	3327	20	12679	1.6	0.9
24	Niagara Regional Municipali y	3327	630	410574	1.5	0.9
25	Nor humberland Coun y	3327	95	77497	1.2	0.7
26	Pe erborough Coun y	3327	150	125856	1.2	0.7
27	Toron o Division	3327	2525	2481494	1.0	0.6
28	Fron enac Coun y	3327	125	138606	0.9	0.5
29	O awa Division	3327	690	774072	0.9	0.5
30	al dimand-Norfol	3327	80	104575	0.8	0.4
31	awar ha La es	3327	50	69179	0.7	0.4
32	Algoma Dis ric	3327	80	118567	0.7	0.4
33	Durham Region	3327	340	506901	0.7	0.4
34	Thunder Bay Dis ric	3327	100	150860	0.7	0.4
35	Cochrane Dis ric	3327	50	85247	0.6	0.3
36	<b>Grey County</b>	<b>3327</b>	<b>50</b>	<b>89073</b>	<b>0.6</b>	<b>0.3</b>
37	S ormon , Dundas, Glengarry UC	3327	60	109522	0.5	0.3
38	Nipissing Dis ric	3327	45	82910	0.5	0.3
39	Dufferin Coun y	3327	25	51013	0.5	0.3
40	enora Dis ric	3327	30	61802	0.5	0.3
41	Grea er Sudbury Division	3327	70	155268	0.5	0.3
42	Sudbury Dis ric	3327	10	22894	0.4	0.2
43	Prince dward Coun y	3327	10	24901	0.4	0.2
44	Parry Sound Dis ric	3327	15	39665	0.4	0.2
45	Mus o a Dis ric Municipali y	3327	20	53106	0.4	0.2
46	Presco And Russell UC	3327	20	76446	0.3	0.1
47	Timis aming Dis ric	3327	0	34442	0.0	0.0
48	Rainy River Dis ric	3327	0	22109	0.0	0.0
49	alibur on Coun y	3327	0	15085	0.0	0.0

BM= Benchmark = Ontario jobs per 1000 of population

EDI= Economic Development Intensity = Jobs per 1000 of population

<u>RANK</u>	<u>FOUNDRIES</u>	<u>PNAICS</u>	<u>JOBS</u>	<u>POPULATION</u>	<u>EDI</u>	<u>EDI/ONT BM</u>
1	<b>HURON COUNTY</b>	<b>3315</b>	<b>475</b>	<b>59701</b>	<b>8.0</b>	<b>8.8</b>
2	Chatham- Kent Division	3315	770	107709	7.1	7.9
3	<b>Brant County</b>	<b>3315</b>	<b>705</b>	<b>118485</b>	<b>6.0</b>	<b>6.6</b>
4	Renfrew County	3315	385	95138	4.0	4.5
5	Peel Region	3315	455	125856	3.6	4.0
6	Simcoe County	3315	1330	374975	3.5	3.9
7	Hamilton Division	3315	1330	490268	2.7	3.0
8	Windsor-Essex County	3315	285	125915	2.3	2.5
9	<b>Perth County</b>	<b>3315</b>	<b>140</b>	<b>73675</b>	<b>1.9</b>	<b>2.1</b>
10	London Region	3315	630	375229	1.7	1.9
11	<b>Middlesex County</b>	<b>3315</b>	<b>610</b>	<b>403185</b>	<b>1.5</b>	<b>1.7</b>
12	Greater Sudbury Division	3315	205	155268	1.3	1.5
13	<b>Waterloo Region</b>	<b>3315</b>	<b>560</b>	<b>438515</b>	<b>1.3</b>	<b>1.4</b>
14	Niagara Regional Municipality	3315	450	410574	1.1	1.2
15	Simcoe County	3315	410	377050	1.1	1.2
16	Simcoe, Dufferin & Glengarry UC	3315	100	109522	0.9	1.0
	<b>ONTARIO BENCHMARK</b>	<b>3315</b>	<b>10280</b>	<b>11409951</b>	<b>0.9</b>	<b>1.0</b>
17	Dufferin County	3315	40	51013	0.8	0.9
18	<b>Oxford County</b>	<b>3315</b>	<b>50</b>	<b>99270</b>	<b>0.5</b>	<b>0.6</b>
19	Prince Edward County	3315	10	24901	0.4	0.4
20	York Region	3315	245	729254	0.3	0.4
21	Peel Regional Municipality	3315	315	988948	0.3	0.4
22	Timiskaming District	3315	10	34442	0.3	0.3
23	<b>Elgin County</b>	<b>3315</b>	<b>20</b>	<b>81553</b>	<b>0.2</b>	<b>0.3</b>
24	Halton Region	3315	25	104575	0.2	0.3
25	Lambton County	3315	30	126971	0.2	0.3
26	<b>Bruce County</b>	<b>3315</b>	<b>15</b>	<b>63892</b>	<b>0.2</b>	<b>0.3</b>
27	Toronto Division	3315	490	2481494	0.2	0.2
28	Durham Region	3315	95	506901	0.2	0.2
29	Lanark County	3315	10	62495	0.2	0.2
30	Leeds and Grenville UC	3315	15	96606	0.2	0.2
31	Prescott and Russell UC	3315	10	76446	0.1	0.1
32	Norfolk County	3315	10	77497	0.1	0.1
33	Cochrane District	3315	10	85247	0.1	0.1
34	<b>Wellington County</b>	<b>3315</b>	<b>20</b>	<b>187313</b>	<b>0.1</b>	<b>0.1</b>
35	Algoma District	3315	10	118567	0.1	0.1
36	Ottawa Division	3315	10	774072	0.0	0.0
37	Thunder Bay District	3315	0	150860	0.0	0.0
38	Sudbury District	3315	0	22894	0.0	0.0
39	Rainy River District	3315	0	22109	0.0	0.0
40	Parry Sound District	3315	0	39665	0.0	0.0
41	Nipissing District	3315	0	82910	0.0	0.0
42	Muskoka District Municipality	3315	0	53106	0.0	0.0
43	Manitoulin District	3315	0	12679	0.0	0.0
44	Lennox and Addington County	3315	0	39461	0.0	0.0
45	Kenora District	3315	0	61802	0.0	0.0
46	(Victoria County) Kawartha Lakes	3315	0	69179	0.0	0.0
47	Haliburton County	3315	0	15085	0.0	0.0
48	<b>Grey County</b>	<b>3315</b>	<b>0</b>	<b>89073</b>	<b>0.0</b>	<b>0.0</b>
49	Frontenac County	3315	0	138606	0.0	0.0

BM= Benchmark = Ontario jobs per 1000 of population

EDI= Economic Development Intensity = Jobs per 1000 of population

<b>RANK</b>	<b>AG-/CONST/MINING MACHINERY</b>	<b>PNAICS</b>	<b>JOB</b>	<b>POPULATION</b>	<b>EDI</b>	<b>EDI/ ONT BM</b>
<b>1</b>	<b>HURON COUNTY</b>	<b>3331</b>	<b>370</b>	<b>59701</b>	<b>6.2</b>	<b>9.6</b>
2	Nipissing Dis ric	3331	360	82910	4.3	6.7
3	Timis aming Dis ric	3331	135	34442	3.9	6.1
<b>4</b>	<b>Oxford County</b>	<b>3331</b>	<b>360</b>	<b>99270</b>	<b>3.6</b>	<b>5.6</b>
<b>5</b>	<b>Wellington County</b>	<b>3331</b>	<b>610</b>	<b>187313</b>	<b>3.3</b>	<b>5.0</b>
6	Greater Sudbury Division	3331	440	155268	2.8	4.4
<b>7</b>	<b>Waterloo Region</b>	<b>3331</b>	<b>1215</b>	<b>438515</b>	<b>2.8</b>	<b>4.3</b>
8	Niagara Regional Municipali y	3331	905	410574	2.2	3.4
9	Norhumberland Coun y	3331	145	77497	1.9	2.9
<b>10</b>	<b>Brant County</b>	<b>3331</b>	<b>185</b>	<b>118485</b>	<b>1.6</b>	<b>2.4</b>
<b>11</b>	<b>Grey County</b>	<b>3331</b>	<b>105</b>	<b>89073</b>	<b>1.2</b>	<b>1.8</b>
<b>12</b>	<b>Elgin County</b>	<b>3331</b>	<b>80</b>	<b>81553</b>	<b>1.0</b>	<b>1.5</b>
13	aldimand-Norfol	3331	95	104575	0.9	1.4
14	Lennox & Addington Coun y	3331	30	39461	0.8	1.2
	<b>ONTARIO BENCHMARK</b>	<b>3331</b>	<b>7380</b>	<b>11409951</b>	<b>0.6</b>	<b>1.0</b>
<b>15</b>	<b>Bruce County</b>	<b>3331</b>	<b>40</b>	<b>63892</b>	<b>0.6</b>	<b>1.0</b>
<b>16</b>	<b>Middlesex County</b>	<b>3331</b>	<b>245</b>	<b>403185</b>	<b>0.6</b>	<b>0.9</b>
<b>17</b>	<b>Lambton County</b>	<b>3331</b>	<b>70</b>	<b>126971</b>	<b>0.6</b>	<b>0.9</b>
18	Simcoe Coun y	3331	200	377050	0.5	0.8
19	Cochrane Dis ric	3331	45	85247	0.5	0.8
20	Sormon , Dundas, Glengarry UC	3331	55	109522	0.5	0.8
21	Peel Regional Municipali y	3331	480	988948	0.5	0.8
<b>22</b>	<b>Perth County</b>	<b>3331</b>	<b>35</b>	<b>73675</b>	<b>0.5</b>	<b>0.7</b>
23	Sudbury Dis ric	3331	10	22894	0.4	0.7
24	al on Region	3331	160	375229	0.4	0.7
25	enora Dis ric	3331	25	61802	0.4	0.6
26	( en ) Cham- en Division	3331	40	107709	0.4	0.6
27	amil on Division	3331	170	490268	0.3	0.5
28	Thunder Bay Dis ric	3331	45	150860	0.3	0.5
29	Yor Region	3331	195	729254	0.3	0.4
30	Durham Region	3331	125	506901	0.2	0.4
31	sssex Coun y	3331	65	374975	0.2	0.3
32	Leeds And Grenville UC	3331	15	96606	0.2	0.2
33	Toron o Division	3331	245	2481494	0.1	0.2
34	Algoma Dis ric	3331	10	118567	0.1	0.1
35	Pe erborough Coun y	3331	10	125856	0.1	0.1
36	as ings Coun y	3331	10	125915	0.1	0.1
37	Fron enac Coun y	3331	10	138606	0.1	0.1
38	O awa Division	3331	40	774072	0.1	0.1
39	Renfrew Coun y	3331	0	95138	0.0	0.0
40	Rainy River Dis ric	3331	0	22109	0.0	0.0
41	Prince dward Coun y	3331	0	24901	0.0	0.0
42	Presco And Russell UC	3331	0	76446	0.0	0.0
43	Parry Sound Dis ric	3331	0	39665	0.0	0.0
44	Mus o a Dis ric Municipali y	3331	0	53106	0.0	0.0
45	Mani oulin Dis ric	3331	0	12679	0.0	0.0
46	Lanar Coun y	3331	0	62495	0.0	0.0
47	(Vic oria Coun y) awar ha La es	3331	0	69179	0.0	0.0
48	alibur on Coun y	3331	0	15085	0.0	0.0
49	Dufferin Coun y	3331	0	51013	0.0	0.0

BM= Benchmark = Ontario jobs per 1000 of population

EDI= Economic Development Intensity = Jobs per 1000 of population

<u>RANK</u>	<u>ARCHITECT. STRUCT. STEEL MFG</u>	<u>PNAICS</u>	<u>JOB</u>	<u>POPULATION</u>	<u>EDI</u>	<u>EDI/ONT BM</u>
1	<b>Perth County</b>	<b>3323</b>	<b>310</b>	<b>73675</b>	<b>4.2</b>	<b>2.6</b>
2	Peel Regional Municipality	3323	3425	988948	3.5	2.2
3	<b>HURON COUNTY</b>	<b>3323</b>	<b>180</b>	<b>59701</b>	<b>3.0</b>	<b>1.9</b>
4	Greater Sudbury Division	3323	420	155268	2.7	1.7
5	York Region	3323	1835	729254	2.5	1.6
6	<b>Brant County</b>	<b>3323</b>	<b>285</b>	<b>118485</b>	<b>2.4</b>	<b>1.5</b>
7	<b>Waterloo Region</b>	<b>3323</b>	<b>960</b>	<b>438515</b>	<b>2.2</b>	<b>1.4</b>
8	Niagara Regional Municipality	3323	840	410574	2.0	1.3
9	Hamilton Region	3323	765	375229	2.0	1.3
10	Parry Sound District	3323	80	39665	2.0	1.3
11	Simcoe County	3323	725	374975	1.9	1.2
12	<b>Wellington County</b>	<b>3323</b>	<b>340</b>	<b>187313</b>	<b>1.8</b>	<b>1.1</b>
13	Hamilton Division	3323	790	490268	1.6	1.0
	<b>ONTARIO BENCHMARK</b>	<b>3323</b>	<b>18285</b>	<b>11409951</b>	<b>1.6</b>	<b>1.0</b>
14	Hamilton-Norfolk	3323	155	104575	1.5	0.9
15	Durham Region	3323	745	506901	1.5	0.9
16	<b>Lambton County</b>	<b>3323</b>	<b>185</b>	<b>126971</b>	<b>1.5</b>	<b>0.9</b>
17	Chatham-Kent Division	3323	155	107709	1.4	0.9
18	<b>Elgin County</b>	<b>3323</b>	<b>115</b>	<b>81553</b>	<b>1.4</b>	<b>0.9</b>
19	Toronto Division	3323	3495	2481494	1.4	0.9
20	Nipissing District	3323	110	82910	1.3	0.8
21	Mississauga County	3323	165	125915	1.3	0.8
22	<b>Oxford County</b>	<b>3323</b>	<b>130</b>	<b>99270</b>	<b>1.3</b>	<b>0.8</b>
23	Norfolk County	3323	85	77497	1.1	0.7
24	Ontario Division	3323	750	774072	1.0	0.6
25	Simcoe, Dundas & Glengarry UC	3323	105	109522	1.0	0.6
26	Timiskaming District	3323	30	34442	0.9	0.5
27	Simcoe County	3323	325	377050	0.9	0.5
28	<b>Middlesex County</b>	<b>3323</b>	<b>310</b>	<b>403185</b>	<b>0.8</b>	<b>0.5</b>
29	Dufferin County	3323	35	51013	0.7	0.4
30	Haliburton County	3323	10	15085	0.7	0.4
31	Leeds And Grenville UC	3323	60	96606	0.6	0.4
32	Prescott And Russell UC	3323	45	76446	0.6	0.4
33	Algoma District	3323	60	118567	0.5	0.3
34	Lanark County	3323	30	62495	0.5	0.3
35	<b>Grey County</b>	<b>3323</b>	<b>40</b>	<b>89073</b>	<b>0.4</b>	<b>0.3</b>
36	Frontenac County	3323	60	138606	0.4	0.3
37	Lennox District	3323	25	61802	0.4	0.3
38	Peel Region County	3323	50	125856	0.4	0.2
39	Lawrence Lakes	3323	15	69179	0.2	0.1
40	Renfrew County	3323	20	95138	0.2	0.1
41	Muskoka District Municipality	3323	10	53106	0.2	0.1
42	Cochrane District	3323	10	85247	0.1	0.1
43	Thunder Bay District	3323	0	150860	0.0	0.0
44	Sudbury District	3323	0	22894	0.0	0.0
45	Rainy River District	3323	0	22109	0.0	0.0
46	Prince Edward County	3323	0	24901	0.0	0.0
47	Manitoulin District	3323	0	12679	0.0	0.0
48	Lennox & Addington County	3323	0	39461	0.0	0.0
49	<b>Bruce County</b>	<b>3323</b>	<b>0</b>	<b>63892</b>	<b>0.0</b>	<b>0.0</b>

BM= Benchmark = Ontario jobs per 1000 of population

EDI= Economic Development Intensity = Jobs per 1000 of population

<u>RANK</u>	<u>OTHER WOOD PRODUCT MFG</u>	<u>PNAICS</u>	<u>JOBS</u>	<u>POPULATION</u>	<u>EDI</u>	<u>EDI/ONT BM</u>
1	Stromton, Dundas, Glengarry UC	3219	670	109522	6.1	4.9
2	Norfolk County	3219	325	77497	4.2	3.3
3	Renfrew County	3219	375	95138	3.9	3.1
4	<b>HURON COUNTY</b>	<b>3219</b>	<b>235</b>	<b>59701</b>	<b>3.9</b>	<b>3.1</b>
5	<b>Elgin County</b>	<b>3219</b>	<b>310</b>	<b>81553</b>	<b>3.8</b>	<b>3.0</b>
6	<b>Oxford County</b>	<b>3219</b>	<b>360</b>	<b>99270</b>	<b>3.6</b>	<b>2.9</b>
7	Muskegon District Municipality	3219	150	53106	2.8	2.2
8	<b>Brant County</b>	<b>3219</b>	<b>295</b>	<b>118485</b>	<b>2.5</b>	<b>2.0</b>
9	<b>Bruce County</b>	<b>3219</b>	<b>155</b>	<b>63892</b>	<b>2.4</b>	<b>1.9</b>
10	York Region	3219	1560	729254	2.1	1.7
11	<b>Middlesex County</b>	<b>3219</b>	<b>790</b>	<b>403185</b>	<b>2.0</b>	<b>1.6</b>
12	Chatham-Kent Division	3219	210	107709	1.9	1.6
13	Parry Sound District	3219	75	39665	1.9	1.5
14	Peel Regional Municipality	3219	1810	988948	1.8	1.5
15	<b>Waterloo Region</b>	<b>3219</b>	<b>780</b>	<b>438515</b>	<b>1.8</b>	<b>1.4</b>
16	Prince Edward County	3219	40	24901	1.6	1.3
17	<b>Grey County</b>	<b>3219</b>	<b>140</b>	<b>89073</b>	<b>1.6</b>	<b>1.2</b>
18	Dufferin County	3219	80	51013	1.6	1.2
19	Lanark County	3219	90	62495	1.4	1.1
20	Halton-Norfolk	3219	150	104575	1.4	1.1
21	Halton Region	3219	535	375229	1.4	1.1
22	Prescott and Russell UC	3219	105	76446	1.4	1.1
23	Haliburton County	3219	20	15085	1.3	1.1
24	Peelborough County	3219	165	125856	1.3	1.0
	<b>ONTARIO BENCHMARK</b>	<b>3219</b>	<b>14350</b>	<b>12797481</b>	<b>1.3</b>	<b>1.0</b>
25	Simcoe County	3219	455	377050	1.2	1.0
26	<b>Wellington County</b>	<b>3219</b>	<b>210</b>	<b>187313</b>	<b>1.1</b>	<b>0.9</b>
27	Durham Region	3219	550	506901	1.1	0.9
28	Barrie-LaSalle	3219	75	69179	1.1	0.9
29	Halton Hills County	3219	120	125915	1.0	0.8
30	Leeds and Grenville UC	3219	90	96606	0.9	0.7
31	Niagara Regional Municipality	3219	375	410574	0.9	0.7
32	Thunder Bay District	3219	135	150860	0.9	0.7
33	Lennox and Addington County	3219	35	39461	0.9	0.7
34	Toronto Division	3219	1915	2481494	0.8	0.6
35	<b>Perth County</b>	<b>3219</b>	<b>45</b>	<b>73675</b>	<b>0.6</b>	<b>0.5</b>
36	Timiskaming District	3219	20	34442	0.6	0.5
37	Nipissing District	3219	45	82910	0.5	0.4
38	Essex County	3219	185	374975	0.5	0.4
39	<b>Lambton County</b>	<b>3219</b>	<b>60</b>	<b>126971</b>	<b>0.5</b>	<b>0.4</b>
40	Rainy River District	3219	10	22109	0.5	0.4
41	Hamilton Division	3219	190	490268	0.4	0.3
42	Ottawa Division	3219	275	774072	0.4	0.3
43	Algoma District	3219	40	118567	0.3	0.3
44	Greater Sudbury Division	3219	50	155268	0.3	0.3
45	Cochrane District	3219	25	85247	0.3	0.2
46	Frontenac County	3219	20	138606	0.1	0.1
47	Sudbury District	3219	0	22894	0.0	0.0
48	Manitoulin District	3219	0	12679	0.0	0.0
49	Kenora District	3219	0	61802	0.0	0.0

BM= Benchmark = Ontario jobs per 1000 of population EDI= Economic Development Intensity = Jobs per 1000 of population

## REMARKS

In food manufacturing, Huron County **exceeds** the Provincial Benchmark in **4** segments (4-digit NAICS) representing **15%** of local jobs. Of these:

- **One** segment with **5%** of jobs involves animal food manufacturing.
- **Three** segments with **10%** of jobs involve human food manufacturing.

Huron County ranks **second, third, fifth** and **seventh** among **forty-nine** census divisions in these **four** segments [see **pages 46, 47, 48 & 49** for details].

	<u>FOOD RELATED MANUFACTURING</u>	<u>Jobs</u>	<u>Huron EDI</u>	<u>Ontario EDI</u>	<u>Huron EDI/Benchmark</u>	<u>Rank (Out of 49)</u>
1	3111 ANIMAL FOOD MANUFACTURING	185	3.1	0.3	9.5	2
2	3119 OTHER FOOD MANUFACTURING	195	3.3	0.8	4.1	3
3	3114 Fruit & Veg Preserving & Specialty Food Mfg	180	3.0	0.7	4.5	5
4	3112 Grain and Oilseed Milling	55	0.9	0.4	2.1	7
		(15%) 615				

Source: Statistics Canada

EDI = Economic Development Intensity = Manufacturing Jobs per 1000 of Local Population  
 Ontario EDI = Ontario Benchmark

<u>RANK</u>	<u>ANIMAL FOOD MFG</u>	<u>PNAICS</u>	<u>JOBS</u>	<u>POPULATION</u>	<u>EDI</u>	<u>EDI/ONT BM</u>
1	<i>Perth County</i>	3111	460	73675	6.2	19.1
2	<b>HURON COUNTY</b>	3111	185	59701	3.1	9.5
3	<i>Oxford County</i>	3111	160	99270	1.6	4.9
4	<i>Waterloo Region</i>	3111	670	438515	1.5	4.7
5	<i>Wellington County</i>	3111	235	187313	1.3	3.8
6	Peel Regional Municipali y	3111	825	988948	0.8	2.6
7	<i>Grey County</i>	3111	65	89073	0.7	2.2
8	aldimand-Norfol	3111	70	104575	0.7	2.1
9	Presco And Russell UC	3111	50	76446	0.7	2.0
10	<i>Lambton County</i>	3111	80	126971	0.6	1.9
11	<i>Bruce County</i>	3111	40	63892	0.6	1.9
12	S ormon , Dundas &Glengarry UC	3111	60	109522	0.5	1.7
13	<i>Brant County</i>	3111	60	118485	0.5	1.6
14	Niagara Regional Municipali y	3111	145	410574	0.4	1.1
	<b>ONTARIO BENCHMARK</b>	<b>3111</b>	<b>3725</b>	<b>1140951</b>	<b>0.3</b>	<b>1.0</b>
15	Lanar Coun y	3111	20	62495	0.3	1.0
16	Dufferin Coun y	3111	15	51013	0.3	0.9
17	Cha ham- en Division	3111	30	107709	0.3	0.9
18	Pe erborough Coun y	3111	35	125856	0.3	0.9
19	<i>Middlesex County</i>	3111	100	403185	0.2	0.8
20	<i>Elgin County</i>	3111	20	81553	0.2	0.8
21	Leeds And Grenville UC	3111	20	96606	0.2	0.6
22	al on Region	3111	60	375229	0.2	0.5
23	sssex Coun y	3111	45	374975	0.1	0.4
24	Simcoe Coun y	3111	35	377050	0.1	0.3
25	Durham Region	3111	35	506901	0.1	0.2
26	amil on Division	3111	30	490268	0.1	0.2
27	Toron o Division	3111	140	2481494	0.1	0.2
28	Yor Region	3111	20	729254	0.0	0.1
29	O awa Division	3111	15	774072	0.0	0.1
30	Timis aming Dis ric	3111	0	34442	0.0	0.0
31	Thunder Bay Dis ric	3111	0	150860	0.0	0.0
32	Sudbury Dis ric	3111	0	22894	0.0	0.0
33	Renfrew Coun y	3111	0	95138	0.0	0.0
34	Rainy River Dis ric	3111	0	22109	0.0	0.0
35	Prince dward Coun y	3111	0	24901	0.0	0.0
36	Parry Sound Dis ric	3111	0	39665	0.0	0.0
37	Nor humberland Coun y	3111	0	77497	0.0	0.0
38	Nipissing Dis ric	3111	0	82910	0.0	0.0
39	Mus o a Dis ric Municipali y	3111	0	53106	0.0	0.0
40	Mani oulin Dis ric	3111	0	12679	0.0	0.0
41	Lennox & Adding on Coun y	3111	0	39461	0.0	0.0
42	enora Dis ric	3111	0	61802	0.0	0.0
43	awar ha La es	3111	0	69179	0.0	0.0
44	as ings Coun y	3111	0	125915	0.0	0.0
45	alibur on Coun y	3111	0	15085	0.0	0.0
46	Grea er Sudbury Division	3111	0	155268	0.0	0.0
47	Fron enac Coun y	3111	0	138606	0.0	0.0
48	Cochrane Dis ric	3111	0	85247	0.0	0.0
49	Algoma Dis ric	3111	0	118567	0.0	0.0

BM= Benchmark = Ontario jobs per 1000 of population EDI= Economic Development Intensity = Jobs per 1000 of population

<u>RANK</u>	<u>OTHER FOOD MFG</u>	<u>PNAICS</u>	<u>JOBS</u>	<u>POPULATION</u>	<u>EDI</u>	<u>EDI/ONT BM</u>
1	Nor humberland Coun y	3119	290	77497	3.7	4.8
2	<b>Perth County</b>	<b>3119</b>	<b>255</b>	<b>73675</b>	<b>3.5</b>	<b>4.4</b>
3	<b>HURON COUNTY</b>	<b>3119</b>	<b>195</b>	<b>59701</b>	<b>3.3</b>	<b>4.2</b>
4	S ormon , Dundas &Glengarry UC	3119	320	109522	2.9	3.7
5	<b>Waterloo Region</b>	<b>3119</b>	<b>835</b>	<b>438515</b>	<b>1.9</b>	<b>2.4</b>
6	Peel Regional Municipali y	3119	1770	988948	1.8	2.3
7	Toron o Division	3119	2495	2481494	1.0	1.3
8	as ings Coun y	3119	125	125915	1.0	1.3
9	<b>Middlesex County</b>	<b>3119</b>	<b>395</b>	<b>403185</b>	<b>1.0</b>	<b>1.2</b>
10	Prince dward Coun y	3119	20	24901	0.8	1.0
	<b>ONTARIO BENCHMARK</b>	<b>3119</b>	<b>8975</b>	<b>11409951</b>	<b>0.8</b>	<b>1.0</b>
11	Yor Region	3119	560	729254	0.8	1.0
12	al on Region	3119	205	375229	0.5	0.7
13	amil on Division	3119	260	490268	0.5	0.7
14	Presco And Russell UC	3119	40	76446	0.5	0.7
15	Durham Region	3119	260	506901	0.5	0.7
16	<b>Brant County</b>	<b>3119</b>	<b>60</b>	<b>118485</b>	<b>0.5</b>	<b>0.6</b>
17	Simcoe Coun y	3119	190	377050	0.5	0.6
18	Fron enac Coun y	3119	60	138606	0.4	0.6
19	Pe erborough Coun y	3119	45	125856	0.4	0.5
20	<b>Wellington County</b>	<b>3119</b>	<b>60</b>	<b>187313</b>	<b>0.3</b>	<b>0.4</b>
21	Renfrew Coun y	3119	25	95138	0.3	0.3
22	O awa Division	3119	195	774072	0.3	0.3
23	Leeds And Grenville UC	3119	20	96606	0.2	0.3
24	sssex Coun y	3119	75	374975	0.2	0.3
25	Niagara Regional Municipali y	3119	80	410574	0.2	0.2
26	( en ) Cha ham- en Division	3119	20	107709	0.2	0.2
27	Nipissing Dis ric	3119	15	82910	0.2	0.2
28	Algoma Dis ric	3119	20	118567	0.2	0.2
29	Thunder Bay Dis ric	3119	20	150860	0.1	0.2
30	Grea er Sudbury Division	3119	20	155268	0.1	0.2
31	<b>Lambton County</b>	<b>3119</b>	<b>15</b>	<b>126971</b>	<b>0.1</b>	<b>0.2</b>
32	Cochrane Dis ric	3119	10	85247	0.1	0.1
33	<b>Grey County</b>	<b>3119</b>	<b>10</b>	<b>89073</b>	<b>0.1</b>	<b>0.1</b>
34	<b>Oxford County</b>	<b>3119</b>	<b>10</b>	<b>99270</b>	<b>0.1</b>	<b>0.1</b>
35	Timis aming Dis ric	3119	0	34442	0.0	0.0
36	Sudbury Dis ric	3119	0	22894	0.0	0.0
37	Rainy River Dis ric	3119	0	22109	0.0	0.0
38	Parry Sound Dis ric	3119	0	39665	0.0	0.0
39	Mus o a Dis ric Municipali y	3119	0	53106	0.0	0.0
40	Mani oulin Dis ric	3119	0	12679	0.0	0.0
41	Lennox & Adding on Coun y	3119	0	39461	0.0	0.0
42	Lanar Coun y	3119	0	62495	0.0	0.0
43	enora Dis ric	3119	0	61802	0.0	0.0
44	(Vic oria Coun y) awar ha La es	3119	0	69179	0.0	0.0
45	alibur on Coun y	3119	0	15085	0.0	0.0
46	aldimand-Norfol	3119	0	104575	0.0	0.0
47	<b>Elgin County</b>	<b>3119</b>	<b>0</b>	<b>81553</b>	<b>0.0</b>	<b>0.0</b>
48	Dufferin Coun y	3119	0	51013	0.0	0.0
49	<b>Bruce County</b>	<b>3119</b>	<b>0</b>	<b>63892</b>	<b>0.0</b>	<b>0.0</b>

BM= Benchmark = Ontario jobs per 1000 of population EDI= Economic Development Intensity = Jobs per 1000 of population

<u>RANK</u>	<u>FRUIT/ VEG/ SPECIALTY FOOD</u>	<u>PNAICS</u>	<u>JOBS</u>	<u>POPULATION</u>	<u>EDI</u>	<u>EDI/ONT BM</u>
1	<b>Perth County</b>	<b>3114</b>	<b>580</b>	<b>73675</b>	<b>7.9</b>	<b>11.8</b>
2	Chatham-Kent Division	3114	455	107709	4.2	6.3
3	<b>Oxford County</b>	<b>3114</b>	<b>310</b>	<b>99270</b>	<b>3.1</b>	<b>4.7</b>
4	Windsor-Essex County	3114	1155	374975	3.1	4.6
5	<b>HURON COUNTY</b>	<b>3114</b>	<b>180</b>	<b>59701</b>	<b>3.0</b>	<b>4.5</b>
6	Halton-Norfolk	3114	190	104575	1.8	2.7
7	<b>Brant County</b>	<b>3114</b>	<b>200</b>	<b>118485</b>	<b>1.7</b>	<b>2.5</b>
8	Hamilton Division	3114	455	490268	0.9	1.4
9	Peel Regional Municipality	3114	830	988948	0.8	1.3
10	Toronto Division	3114	2040	2481494	0.8	1.2
11	Peel Region	3114	95	125856	0.8	1.1
12	<b>Grey County</b>	<b>3114</b>	<b>65</b>	<b>89073</b>	<b>0.7</b>	<b>1.1</b>
	<b>ONTARIO BENCHMARK</b>	<b>3114</b>	<b>7600</b>	<b>11409951</b>	<b>0.7</b>	<b>1.0</b>
13	Niagara Regional Municipality	3114	240	410574	0.6	0.9
14	<b>Elgin County</b>	<b>3114</b>	<b>45</b>	<b>81553</b>	<b>0.6</b>	<b>0.8</b>
15	Prince Edward County	3114	10	24901	0.4	0.6
16	Simcoe County	3114	150	377050	0.4	0.6
17	<b>Middlesex County</b>	<b>3114</b>	<b>155</b>	<b>403185</b>	<b>0.4</b>	<b>0.6</b>
18	Simcoe, Dundas & Glengarry UC	3114	30	109522	0.3	0.4
19	Norfolk County	3114	20	77497	0.3	0.4
20	Wellington County	3114	30	125915	0.2	0.4
21	<b>Waterloo Region</b>	<b>3114</b>	<b>90</b>	<b>438515</b>	<b>0.2</b>	<b>0.3</b>
22	<b>Wellington County</b>	<b>3114</b>	<b>35</b>	<b>187313</b>	<b>0.2</b>	<b>0.3</b>
23	York Region	3114	120	729254	0.2	0.2
24	<b>Bruce County</b>	<b>3114</b>	<b>10</b>	<b>63892</b>	<b>0.2</b>	<b>0.2</b>
25	Halton Region	3114	45	375229	0.1	0.2
26	<b>Lambton County</b>	<b>3114</b>	<b>10</b>	<b>126971</b>	<b>0.1</b>	<b>0.1</b>
27	Ontario Division	3114	40	774072	0.1	0.1
28	Durham Region	3114	15	506901	0.0	0.0
29	Timiskaming District	3114	0	34442	0.0	0.0
30	Thunder Bay District	3114	0	150860	0.0	0.0
31	Sudbury District	3114	0	22894	0.0	0.0
32	Renfrew County	3114	0	95138	0.0	0.0
33	Rainy River District	3114	0	22109	0.0	0.0
34	Prescott And Russell UC	3114	0	76446	0.0	0.0
35	Parry Sound District	3114	0	39665	0.0	0.0
36	Nipissing District	3114	0	82910	0.0	0.0
37	Muskoka District Municipality	3114	0	53106	0.0	0.0
38	Manitoulin District	3114	0	12679	0.0	0.0
39	Lennox & Addington County	3114	0	39461	0.0	0.0
40	Leeds And Grenville UC	3114	0	96606	0.0	0.0
41	Lanark County	3114	0	62495	0.0	0.0
42	Kenora District	3114	0	61802	0.0	0.0
43	Kenora District	3114	0	69179	0.0	0.0
44	Haliburton County	3114	0	15085	0.0	0.0
45	Greater Sudbury Division	3114	0	155268	0.0	0.0
46	Frontenac County	3114	0	138606	0.0	0.0
47	Dufferin County	3114	0	51013	0.0	0.0
48	Cochrane District	3114	0	85247	0.0	0.0
49	Algoma District	3114	0	118567	0.0	0.0

BM= Benchmark = Ontario jobs per 1000 of population EDI= Economic Development Intensity = Jobs per 1000 of population

<u>RANK</u>	<u>GRAIN &amp; OILSEED MILLING</u>	<u>PNAICS</u>	<u>JOBS</u>	<u>POPULATION</u>	<u>EDI</u>	<u>EDI/ONT BM</u>
1	Pe erborough Coun y	3112	635	125856	5.0	11.8
2	Leeds And Grenville UC	3112	360	96606	3.7	8.7
<b>3</b>	<b>Middlesex County</b>	<b>3112</b>	<b>860</b>	<b>403185</b>	<b>2.1</b>	<b>5.0</b>
4	as ings Coun y	3112	235	125915	1.9	4.4
5	Nor humberland Coun y	3112	125	77497	1.6	3.8
6	Niagara Regional Municipali y	3112	420	410574	1.0	2.4
<b>7</b>	<b>HURON COUNTY</b>	<b>3112</b>	<b>55</b>	<b>59701</b>	<b>0.9</b>	<b>2.1</b>
8	ssex Coun y	3112	245	374975	0.7	1.5
9	Simcoe Coun y	3112	200	377050	0.5	1.2
	<b>ONTARIO BENCHMARK</b>	<b>3112</b>	<b>4890</b>	<b>11409951</b>	<b>0.4</b>	<b>1.0</b>
10	amil on Division	3112	200	490268	0.4	1.0
11	al on Region	3112	145	375229	0.4	0.9
12	Cha ham- en Division	3112	40	107709	0.4	0.9
13	Thunder Bay Dis ric	3112	55	150860	0.4	0.9
14	Yor Region	3112	260	729254	0.4	0.8
<b>15</b>	<b>Grey County</b>	<b>3112</b>	<b>25</b>	<b>89073</b>	<b>0.3</b>	<b>0.7</b>
16	Peel Regional Municipali y	3112	260	988948	0.3	0.6
17	Lennox & Adding on Coun y	3112	10	39461	0.3	0.6
18	Toron o Division	3112	585	2481494	0.2	0.6
<b>19</b>	<b>Elgin County</b>	<b>3112</b>	<b>15</b>	<b>81553</b>	<b>0.2</b>	<b>0.4</b>
<b>20</b>	<b>Waterloo Region</b>	<b>3112</b>	<b>70</b>	<b>438515</b>	<b>0.2</b>	<b>0.4</b>
<b>21</b>	<b>Bruce County</b>	<b>3112</b>	<b>10</b>	<b>63892</b>	<b>0.2</b>	<b>0.4</b>
22	Presco And Russell UC	3112	10	76446	0.1	0.3
<b>23</b>	<b>Oxford County</b>	<b>3112</b>	<b>10</b>	<b>99270</b>	<b>0.1</b>	<b>0.2</b>
24	aldimand-Norfol	3112	10	104575	0.1	0.2
25	S ormon , Dundas &Glengarry UC	3112	10	109522	0.1	0.2
<b>26</b>	<b>Brant County</b>	<b>3112</b>	<b>10</b>	<b>118485</b>	<b>0.1</b>	<b>0.2</b>
<b>27</b>	<b>Wellington County</b>	<b>3112</b>	<b>10</b>	<b>187313</b>	<b>0.1</b>	<b>0.1</b>
28	O awa Division	3112	20	774072	0.0	0.1
29	Timis aming Dis ric	3112	0	34442	0.0	0.0
30	Sudbury Dis ric	3112	0	22894	0.0	0.0
31	Renfrew Coun y	3112	0	95138	0.0	0.0
32	Rainy River Dis ric	3112	0	22109	0.0	0.0
33	Prince dward Coun y	3112	0	24901	0.0	0.0
<b>34</b>	<b>Perth County</b>	<b>3112</b>	<b>0</b>	<b>73675</b>	<b>0.0</b>	<b>0.0</b>
35	Parry Sound Dis ric	3112	0	39665	0.0	0.0
36	Nipissing Dis ric	3112	0	82910	0.0	0.0
37	Mus o a Dis ric Municipali y	3112	0	53106	0.0	0.0
38	Mani oulin Dis ric	3112	0	12679	0.0	0.0
39	Lanar Coun y	3112	0	62495	0.0	0.0
<b>40</b>	<b>Lambton County</b>	<b>3112</b>	<b>0</b>	<b>126971</b>	<b>0.0</b>	<b>0.0</b>
41	enora Dis ric	3112	0	61802	0.0	0.0
42	awar ha La es	3112	0	69179	0.0	0.0
43	alibur on Coun y	3112	0	15085	0.0	0.0
44	Grea er Sudbury Division	3112	0	155268	0.0	0.0
45	Fron enac Coun y	3112	0	138606	0.0	0.0
46	Durham Region	3112	0	506901	0.0	0.0
47	Dufferin Coun y	3112	0	51013	0.0	0.0
48	Cochrane Dis ric	3112	0	85247	0.0	0.0
49	Algoma Dis ric	3112	0	118567	0.0	0.0

BM= Benchmark = Ontario jobs per 1000 of population EDI= Economic Development Intensity = Jobs per 1000 of population

# **HURON MANUFACTURING STRENGTHS**

**PART 2:**

ANNUAL

PRODUCTION WORKERS WAGES

## **REMARKS**

Twenty-three census divisions including Huron County have manufacturing wages below the Provincial Average. Twenty-two census divisions have wages above the Provincial Average of \$41,816 [see page 52].

In Huron County, annual manufacturing worker wages (\$35,666) are **15% below** the Provincial Average (\$41,816).

Huron County wages are **fifth lowest** after Kawartha Lakes (-32%), Bruce County (-20%), Dufferin County (-20%) and Grey County (-17%).

Annual wages in Huron County are lower than in:

- Perth County by \$1,254.
- Brant County by \$1,612.
- Oxford County by \$4,725.
- Middlesex County by \$4,931.
- Wellington County by \$6,239.
- Waterloo Region by \$7,506.
- Elgin County by \$18,292.
- Lambton County by \$20,092.

Annual wages in Huron County are higher than in

- Grey County by \$1,058.
- Bruce County by \$2,336.

The five census divisions with the highest average annual wages in the Province are Kenora District (+39%), Lambton County (+33%), Rainy River District (+31%), Durham Region (+31%) and Essex County (+30%).

Four Census divisions (Parry Sound, Manitoulin & Sudbury Districts and Haliburton County) collectively with 0.33% of Ontario manufacturing jobs were not reflected individually by Statistics Canada in the tabulation that follows but were included in the Provincial total.

<b>RANK</b>	<b>STATISTICS CANADA MANUFACTURING 2002</b>	<b>MFG ESTAB.</b>	<b>PROD EMPL.</b>	<b>WAGES (\$X1000)</b>	<b>WAGES/ PROD. EMPL.</b>	<b>CENSUS DIV/ BENCHMARK</b>
1	KAWARTHA LAKES (VIC. CTY)	88	1640	46692	28471	0.68
2	BRUCE COUNTY	72	1286	42862	33330	0.80
3	DUFFERIN COUNTY	95	3105	104184	33554	0.80
4	GREY COUNTY	123	5024	173871	34608	0.83
<b>5</b>	<b>HURON COUNTY</b>	<b>95</b>	<b>3587</b>	<b>127935</b>	<b>35666</b>	<b>0.85</b>
6	HASTINGS COUNTY	169	6976	249193	35721	0.85
7	TORONTO	4761	131431	4716685	35887	0.86
8	TIMISKAMING DISTRICT	36	973	35169	36145	0.86
9	PERTH COUNTY	147	8671	320131	36920	0.88
10	RENFREW COUNTY	129	4387	162314	36999	0.88
11	YORK REGION	2619	65138	2414721	37071	0.89
12	S D & GLENGARRY	167	7337	272838	37187	0.89
13	BRANT COUNTY	320	11340	422733	37278	0.89
14	PRESCOTT AND RUSSELL	100	2823	105681	37436	0.90
15	LANARK COUNTY	76	2902	111722	38498	0.92
16	HALDIMAND-NORFOLK	162	5040	195341	38758	0.93
17	MUSKOKA DISTRICT	98	2228	86700	38914	0.93
18	NIPISSING DISTRICT	103	2557	99930	39081	0.93
19	NORTHUMBERLAND CTY	128	4913	193962	39479	0.94
20	PEEL REGION	3032	82257	3259271	39623	0.95
21	OTTAWA REGION	698	16062	641857	39961	0.96
22	OXFORD COUNTY	244	11179	451531	40391	0.97
23	MIDDLESEX COUNTY	626	17868	725390	40597	0.97
	<b>ONTARIO BENCHMARK</b>	<b>21543</b>	<b>699465</b>	<b>29249027</b>	<b>41816</b>	<b>1.00</b>
24	WELLINGTON COUNTY	471	19853	831948	41905	1.00
25	PETERBOROUGH COUNTY	157	4164	175609	42173	1.01
26	CHATHAM-KENT	201	8929	379339	42484	1.02
27	LENNOX & ADDINGTON	24	1106	47287	42755	1.02
28	WATERLOO REGION	1152	45290	1955251	43172	1.03
29	HALTON REGIONAL	985	31805	1393797	43823	1.05
30	NIAGARA REGION	653	22218	977263	43985	1.05
31	SIMCOE COUNTY	538	19156	847255	44229	1.06
32	ALGOMA DISTRICT	99	5822	258447	44391	1.06
33	LEEDS AND GRENVILLE	129	5235	233462	44596	1.07
34	FRONTENAC COUNTY	128	4000	186130	46533	1.11
35	SUDBURY REGION	158	3297	153623	46595	1.11
36	THUNDER BAY DISTRICT	151	7266	348250	47929	1.15
37	HAMILTON REGION	704	30049	1478540	49204	1.18
38	COCHRANE DISTRICT	72	4052	200231	49415	1.18
39	PRINCE EDWARD COUNTY	21	285	14113	49519	1.18
40	ELGIN COUNTY	123	8915	481034	53958	1.29
41	ESSEX COUNTY	739	40087	2183830	54477	1.30
42	DURHAM REGION	632	27882	1521765	54579	1.31
43	RAINY RIVER DISTRICT	17	1078	58876	54616	1.31
44	LAMBTON COUNTY	162	6206	346036	55758	1.33
45	KENORA DISTRICT	48	1967	114675	58299	1.39