
HALDIMAND COUNTY

Report EDT-06-2023 North Caledonia Employment Lands Feasibility and Servicing Study Phase 1



For Consideration by Council in Committee on September 19, 2023

OBJECTIVE:

This report provides Council with an update and seeks approval of the North Caledonia Employment Lands Feasibility and Servicing Study Phase 1 Report.

RECOMMENDATIONS:

1. THAT Report EDT-06-2023 North Caledonia Employment Lands Feasibility and Servicing Study Phase 1 and accompanying presentation, be received;
2. AND THAT the Phase 1 North Caledonia Employment Lands Feasibility and Servicing Study be approved;
3. AND THAT the 2023 Tax-Supported Capital Budget be amended to include an increase of \$15,100 to the North Caledonia Employment Lands Feasibility and Servicing Study project budget.

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Respectfully submitted: Mike Evers, MCIP, RPP, BES, General Manager of Community & Development Services

Approved: Cathy Case, Interim Chief Administrative Officer

EXECUTIVE SUMMARY:

Through the 2017 Council approved Economic Development Strategy, it was identified that one of the challenges in securing new business and investments was the result of have a limited supply of well-located shovel ready commercial/industrial lands. Additionally, as part of the County's 30-year Growth Strategy and Official Plan Update (Phase 1), the need for additional employment lands was further identified. Subsequently, the North Caledonia Employment Lands Feasibility and Servicing Study (the Study) was approved by Council as part of the 2020 capital budget. The purpose of the Study is to complete the necessary due diligence to establish new employment lands within Haldimand County to provide for an additional 11,000 new jobs by 2051 and ensure there is an adequate supply of employment lands for future development.

This report outlines the findings for Phase 1 of the study which includes: a Location Analysis; Market Research and Analysis; and Functional Servicing Design. In addition, the report provides a high-level costing analysis which will be used to inform Phase 2 (Financial Analysis and Business Plan) and Phase 3 (Property Administration & Management Marketing Recommendations and Implementation Plan).

BACKGROUND:

The Consultant Team of Watson & Associates Economists Ltd. (Watson), WSP Canada Group Limited (WSP) and GM BluePlan Engineering (GM BluePlan) were retained in the summer of 2022 to prepare the North Caledonia Employment Lands Feasibility and Servicing Study (the Study) which ensures that Haldimand County is well-positioned to accommodate a diverse range of employment growth over the coming decades. Studies, including the County's 30-year Growth Strategy and Official Plan Update (Phase 1), have identified a need for designated and serviced employment land to remain competitive in growing and changing markets to accommodate forecasted employment growth within Haldimand County. Through the Official Plan Phase 1 process, Council and subsequently the Province have approved approximately 183 hectares of lands in North Caledonia as the location for future employment land uses. Those lands are the focus of the Study and are located in north Caledonia (Attachment 1), bounded by Greens Road to the south, Mines Road to the west, and Highway 6 to the east. The subject lands are strategically located in proximity to major transportation corridors including Highway 6, Highway 403, and the John C. Munro Hamilton International Airport. This strategic location gives access to regional markets of Hamilton, Brantford, Toronto and Niagara and international markets via the John C. Munro Airport and the land border with the United States via Niagara.

The key objectives of the North Caledonia Employment Lands Feasibility and Servicing Study (the Study) are to continue to promote economic development within Haldimand County by ensuring there is an adequate supply of serviced and developable employment lands to attract target employment sectors and businesses. The first phase of the Study—which is the focus of this report—provides direction on the type of employment which should be attracted to the North Caledonia employment lands, the competitiveness of employment lands in Haldimand County compared to the surrounding regional area, as well as a plan for how these lands should be serviced and financed. This report represents the completion of Phase 1 of the Study. Should Council approve the recommendations contained within this report, the consultants will use the findings included within Phase 1 to inform Phase 2 and Phase 3 of this project.

The next 2 phases of the project will include as follows:

Phase 2 (to be concluded early 2024)

1. Financial Analysis – the consultant will conduct a financial impact analysis to assess the impacts of the preferred land design and financial policies.
2. Business Plan – based on the financial analysis undertaken, a business plan will be prepared. This plan will identify actionable steps and processes for the County to effectively manage the land development/investment opportunity.

Phase 3 (to be concluded Spring/Summer 2024)

1. Property Administration and Management – the consultant will identify opportunities to raise the profile of the subject Employment Area both domestically and internationally, building on the target sector analysis completed in Phase 1. The Consultant will provide an outline and general direction regarding a marketing strategy for the North Caledonia employment lands as it relates to targeting, promoting and attracting development to the future Employment Area.
2. Implementation Plan – following Council's direction, the consultant will establish the Council approved business model for the North Caledonia Employment Lands in the final report. The report will also provide a recommended direction on public/private land acquisition and identify an overall plan to implement the findings of the study. This plan will provide guidance on required additional studies to develop the employment lands, proposed timelines, target sector requirements, sales process and required resourcing.

ANALYSIS:

The Study provides detailed data on each of the key areas listed below. For the purpose of this report, a summary overview of the work completed by the consultants in Phase 1 (Attachment 2) is provided as a highlight.

Overview of Macro-Economic and Demographic Trends

Haldimand County is located in the southwest of one of the fastest growing regions in North America, known as the Greater Golden Horseshoe (GGH). This region comprises the municipalities that make up the Greater Toronto and Hamilton Area (G.T.H.A.), as well as the surrounding Regions/Countries within Central Ontario, known as the GGH Outer Ring, which extends from Haldimand County in the southwest to Simcoe County in the north, to Niagara Region in the southeast. The strength of the broader regional GGH economy presents a key opportunity for Haldimand County's economy and its residents within commuting distance to many of the growing regional employment markets within this region, particularly within the west GGH.

With respect to the region's economic potential, the GGH employment base is forecast to increase from 4.6 million in 2016 to 7 million in 2051. This represents an employment increase of 2.4 million jobs (69,000 annually), or 1.2% between 2016 and 2051. Currently, the GGH represents the fourth largest and one of the fastest growing larger City/Regions in North America.

The GGH is economically diverse with most of the top 20 traded industry clusters throughout North America having a strong presence in this region. With a robust economy and diverse mix of export-based employment sectors, the GGH is also highly attractive on an international level to new businesses and investors. The GGH also has a strong appeal given the area's regional infrastructure (i.e. Toronto Pearson International Airport, other regional airports, provincial highways, intermodal facilities), access to labour force, post-secondary institutions, and proximity to the United States border. This continues to support steady population and housing growth within this region, largely driven by international and inter-provincial net migration.

Haldimand County Economic Overview

Haldimand County has an estimated employment of 19,000 jobs as of 2021 (Based on 2021 Statistics Canada Census Data). These jobs span across a diverse employment base. The largest sector in Haldimand County is manufacturing, which accounts for 16% of total employment. Other key sectors include construction; health care and social assistance; retail trade; agriculture, forestry, fishing and hunting and educational services.

Similar to the provincial economy as a whole, the nature of Haldimand County's economy is changing. Over the past decade, the composition of Haldimand County's employment base has gradually shifted from goods-producing sectors to service-providing sectors. From 2011 to 2021, Haldimand County has shown growth in number of jobs in a broad range of sectors including wholesale trade; health care and social assistance; agriculture, forestry, fishing and hunting; professional and technical services and management of companies and enterprises. The remaining sectors have experienced a decline in the number of jobs compared to 2011, particularly in the manufacturing and utilities sectors.

Location Analysis

A major factor in the future competitiveness of Haldimand County's economic base is dependent, in part, on the quantity and quality of its employment areas. Over the next 30 years, Haldimand County's local employment base is forecast to increase 62% to 29,000 jobs by 2051 (from the 2016 total of 18,030 actual jobs) and 53% of the estimated 19,000 jobs as of 2021, generating new live/work opportunities within Haldimand County.

Haldimand County is geographically well positioned in the economic heartland of southern Ontario to accommodate this increased growth.

As part of the Study, the employment lands development conditions and forecast development trends for a number of selected neighbouring municipalities were reviewed to better assess Haldimand County's competitive position within the broader regional market area including the City of Hamilton, Niagara Region, City of Brantford, Brant County and Norfolk County. Each of the comparator municipalities were reviewed against a number of economic, physical and fiscal attributes including:

- Land value;
- Hard construction costs (i.e. materials, labour);
- Soft costs (i.e. engineering, consulting services);
- Development/permit fees;
- Development charges; and
- Developer project profit.

A significant factor influencing business decisions on where to locate is the cost competitiveness (both capital investment and operating costs) of the development in relation to market demand and potential return on investment. Through the study, the consultants analyzed the development costs (land cost, construction costs, development charges, building permit fees and developer project profit) and annual operating costs (water/wastewater costs, electricity costs, natural gas costs, property taxes) of Haldimand County and the comparator municipalities. Key findings include:

Development Costs:

- Development costs are relatively similar across Haldimand County, Norfolk County, Brant County and the City of Brantford. The Niagara Region has slightly higher development costs on average than these municipalities and the City of Hamilton has consistently higher development costs than all other municipalities surveyed;
- Land cost per acre within Haldimand County is lower than the average cost of land across the surveyed municipalities, largely due to the high land costs in Hamilton inflating the survey average. Land costs per acre are more expensive in Haldimand County compared to Norfolk County, Brant County and the City of Brantford;
- Development charges per sq. ft. are lowest within Haldimand County compared to all other municipalities surveyed and building permit fees are also quite low compared to the survey average;
- Overall, Haldimand County is competitive in respect to development costs due to moderate land prices and low development charge and building permit rates.

Annual Operating Costs:

- Haldimand County has the second lowest operating costs among the surveyed municipalities, with only Norfolk County having marginally lower operating costs per sq. ft.;
- While Haldimand County has relatively average tax rates, the average assessment value (based on MPAC averages) results in relatively low taxes per sq. ft. compared to the other municipalities surveyed (with only Norfolk County lower);
- Water and wastewater costs in Haldimand County are the lowest across all surveyed municipalities, while electricity costs are the highest per sq. ft.; and
- The high electricity costs are generally offset by the low property taxes and water/wastewater fees within Haldimand County.

On average, Haldimand County is cost competitive among the comparator markets for industrial and office development. This is largely attributed to lower operating costs and development costs relative to the adjacent urban municipalities. Haldimand County is significantly more competitive from a cost

perspective than the City of Hamilton and moderately more affordable to the Niagara Region. Brant County and Brantford may have closer access to the GTHA market, but this locational advantage may be offset by Haldimand County's more competitive development and operating costs for certain prospective industries. This is especially pronounced when examining the potential for office development, as Haldimand County is the most cost-competitive location for a prototypical two to four storey office building.

Overall, Haldimand County represents a cost competitive environment for employment land development. It is apparent that the development and operational costs of employment land uses within Haldimand County are affordable within the context of the broader economic region. This marks a competitive advantage for Haldimand County and future marketing efforts for the North Caledonia Employment area could explore this as a selling future. Haldimand County could also consider ways in which to further promote affordable employment lands development (i.e. exemption of development charges). Incentivizing development on the North Caledonia Employment area could allow Haldimand County to foster economic activity as well as attract skilled labour to Haldimand County. These types of financial incentives will be examined during Phase 2 of this project to better understand the broader fiscal impacts to Haldimand County.

In comparison, Haldimand County's urban employment lands are estimated to be absorbed at a slower rate of 7 hectares annually, compared to surrounding municipalities like Brant, where annual employment demand is 13 hectares annually. Also, it is valuable to note that employment land absorption within larger urban municipalities has been focused towards multi-tenant industrial development as well as standalone industrial development within the warehousing/distribution and transportation sector. In contrast, recent employment land development within the smaller municipalities surveyed has been more concentrated in the manufacturing sector.

Target Sectors

The target sectors have been established in consideration of Haldimand County's current labour force characteristics as well as the changing employment area trends across the GGH and beyond. Based on this analysis, the ability of the new North Caledonia employment area to support the target employment sectors was considered based on the following criteria:

- Locational requirements (i.e. prestige industrial or general industrial designation);
- Range of parcel sizes needed;
- Transportation access (route from highway, proximity to customer base, etc.);
- Labour force needs (skilled, unskilled, or mobile labour force);
- Land-use requirements (potential for expansion, buffers from surrounding land uses, integration with surrounding operations etc.); and
- Development characteristics (building coverages, parking requirements, ceiling heights etc.).

The new North Caledonia employment area should be planned as a cohesive employment area, with prestige attributes to attract more knowledge-based sectors. Utilizing the strategic advantages of the Highway 6 corridor will allow for the attraction of a wider-range of potential employment uses and create a diverse employment area environment. With this vision in mind, the key target sectors for the new North Caledonia Employment areas include:

- Manufacturing/Advanced Manufacturing;
- Distribution and logistics;
- Professional, Scientific, and Technical Services/Business Services;
- Research and Development;
- Agri-business; and
- Food and Accommodation Services, and other Employment-Supportive Uses.

More detailed information on the target employment sectors and requirements (i.e. parcel size, transportation, access to labour force and development characteristics) are included within the consultants' phase 1 report at Attachment 2.

Land Use Review

The policy and regulatory environment for employment lands in Haldimand County is supportive of achieving Haldimand County's employment objectives over the planning horizon. The land use planning framework will need to be consistent with the Provincial Policy Statement and conform to the Growth Plan. Provincial policy requires rationalization that the subject lands are feasible for employment uses for the long-term.

While the subject lands are currently zoned for rural and agricultural uses, the Official Plan has recently redesignated the lands for employment uses and firmly placed them within the urban settlement boundary. This redesignation puts in place an enabling policy framework to facilitate the long-term redevelopment of the subject lands, with particular emphasis on a broad range of permitted employment uses. Based on regulatory mapping and policies, there are some identified regulated areas and natural heritage features on the subject lands that will require further study and will in some fashion need to be planned around/accommodated.

All development within the subject lands shall require the completion of certain site level/detailed technical studies and servicing strategies including but not limited to:

- Transportation impact study for all lands along Highway 6 and Greens Road (as required by MTO);
- Demonstration that municipal water and wastewater services can be extended to accommodate development, and that there is sufficient reserve capacity;
- A stormwater management plan that meets the standards of the MTO, Haldimand County and the Conservation Authority;
- An environmental analysis;
- A Cultural Heritage and Archaeological Assessment carried out in consultation with provincial ministries and local indigenous communities;
- An urban design brief outlining the site and built form design criteria that recognizes the gateway significance of the areas;
- An agricultural impact analysis that identifies mitigation and/or avoidance measures, and that is based on consultation with the Agricultural Advisory Committee; and
- A road system that meets County and Ministry of Transportation (MTO) access requirements.

There are several considerations for implementing an updated land use planning framework on the subject lands:

- Implement a land use planning framework for the study area using existing land use designations and zones. This would require amendments to the Zoning By-law to rezone the lands currently designated by the Official Plan for employment uses and would largely implement the existing zones under the Zoning By-law.
- Establish site specific policies and provisions for the employment lands, which would offer more specific land use planning direction. This could be achieved through establishing new policy and implementing zones that are specific to the subject lands.
- Develop a more detailed policy framework applicable to the subject lands, such as a secondary plan. This approach would offer the most detailed implementation framework for the subject lands but may require additional detailed study.

At this time, establishing policies and provisions that are specific to the employment land is emerging as the preferred option. This approach will be re-evaluated as the Study evolves, taking into

consideration additional studies as well as input and feedback through engagement with the public, key stakeholders and Indigenous communities.

The study will need to further evaluate the following land use planning considerations:

- Evaluate if Haldimand County's current land use planning framework is appropriate and sufficient to ensure the lands are feasible for future employment uses. If they are not, the land use approach will need to consider amendments to the Zoning By-law and the Official Plan.
- Ensure additional matters that impact land use planning decisions are considered, such as restrictions on servicing capacity, traffic considerations or design considerations are evaluated.
- Future land use planning recommendations will need to be considerate of stakeholder and community interests, as well as consultation with Indigenous communities.

The land use review will be further evaluated and a recommendation brought forward during the completion of Phase 3 of this study.

Functional Servicing Design

For this portion of the Phase 1 study the consultants were asked to:

- Recommend planning controls at a high level, nature of servicing (full water/sewer service vs. partial servicing, etc.) including a site servicing cost estimate to satisfy current/future marketing demand; and
- Develop conceptual level subdivision design and preliminary road layout and lotting plan. A functional servicing analysis and infrastructure layout (water, sanitary, stormwater) was also completed as part of this task.

The draft functional servicing design included within Attachment 2 is as a result of the review of the following:

- Physical constraints of the study area (topography, watercourses, waterbodies, wetlands, woodlands, easements and Highway 6);
- Servicing design parameters (design criteria for water, wastewater and stormwater management and drainage);
- Future growth (total serviceable lands, equivalent population projects and parcel sizing);
- Water infrastructure (existing infrastructure, water demand, external infrastructure upgrades and proposed internal infrastructure);
- Wastewater infrastructure (existing infrastructure, wastewater flows, external infrastructure upgrades and proposed internal infrastructure);
- Stormwater infrastructure (existing infrastructure, existing drainage areas, proposed drainage areas, stormwater quality and quantity, summary of SWM facility sizing, proposed internal infrastructure);
- Road and Rail network (existing infrastructure, Highway 6 extension, proposed internal infrastructure, external infrastructure upgrades); and
- Utilities available to the study area (electrical, natural gas, telecommunications, broadband).

The conceptual subdivision layout of the Study area is outlined in Attachment 2 and Figure 3-1 within the study (Appendix B page 19). The existing environmental areas are retained wherever possible within the Study Area with buffers applied to development blocks. Water, wastewater and storm servicing has been extended throughout the Study Area via proposed local road extensions and/or municipal servicing easements. SWM facilities have been identified to control and treat the additional storm flows anticipated from the change in land use. Road and servicing access for each development block will be provided via the local road extensions in Phases 1 and 2. The location, size and orientation of each development block will be refined at subsequent development stages.

Significant discussion between staff, the consulting team and some key stakeholders has occurred as it relates to the phasing of the proposed employment lands. It is important to recognize that there are substantial requirements to developing lands adjacent to a provincial corridor which is further complicated by the future Highway 6 bypass planned north of Greens Road. While there are obvious benefits to developing the most eastern portion of the study area first including visibility along Highway 6, there are also significant challenges including a large natural environment area and MTO restrictions. As such, it was determined that the best path forward is to develop the westerly portion of the property as Phase 1 and the easterly property as Phase 2. While the extension of infrastructure and servicing will likely require a more significant cost outlay at the onset, there is an anticipated easier way forward for development with minimal natural features and limited impact to the MTO corridor.

That said, the phasing of the subject lands will require flexibility and may change depending on timing and interest of future developments. A summary of the estimated costing of the extension of servicing to the study area is included below under Financial/Legal Implications.

Next Steps

This provides a brief summary of the work that has been completed to date and that informs the Phase 1 report. Subject to Council's approval of the Phase 1 report for the North Caledonia Employment Lands Feasibility and Servicing Study the consultants will proceed to Phase 2 – Financial Analysis and Business Plan using the servicing costing provided herein. Staff anticipate that Phase 2 will be concluded in Winter 2024 with Phase 3 completed in Spring/Summer 2024.

Phase 2 of this project will focus on the completion of a financial analysis and business plan. The planned Phase 2 work includes:

- Preliminary servicing costs estimates – incorporating the cost estimates in this report, the consultant will do an evaluation of land acquisition, site work, all servicing, related studies and project soft costs;
- Discussion and establishment of three potential development scenarios that may include various phasing and sales scenarios to test the sensitivity of the financial analysis;
- Operating revenue and expenditure analysis;
- Assessment revenue analysis;
- Capital costs analysis (lifecycle) and Development Charge (DC) analysis;
- Annual cashflow and net present value analysis;
- Development of a financial model;
- Development of policy recommendations and phasing scenarios; and
- Financial analysis report.

Based on the financial analysis undertaken, a business plan will be prepared. This plan will identify actionable steps and processes for Haldimand County to effectively manage the land development/investment opportunity. The business plan will review four scenarios that will include an estimate of costs and accompanying strategy for implementation of each. A pros and cons discussion will be provided to compare all scenarios. Phase 2 would be the stage in the process when Council has to make key financial decisions, including what level of investment (if any) to put towards servicing of the lands to get them to/closer to shovel ready.

Following the completion of Phase 2, the consultants and staff will be able to provide a more fulsome financial picture to Council on this project.

Additional public and stakeholder engagement is planned for Phase 2 and Phase 3.

The chart below provides an estimated summary of costs to service the study lands. Some of the projects identified as external include projects outside the scope of this project but will ultimately benefit these lands. As well, it should be noted that some of the stormwater infrastructure projects will be

privately developed, however high-level costs for all stormwater facilities have been included within the chart below. A more detailed cost breakdown can be found in the draft Phase 1 North Caledonia Employment Land Feasibility and Servicing Study. The below costs represent a combination of all local service (i.e. those that are the responsibility of developers) and DC funded (County responsibility). A more detailed cost apportionment will be a focus of Phase 2 of the project.

Servicing	Costs (in millions)
External Water Infrastructure Projects	\$32.7
Internal Water Infrastructure Projects	\$14.9
External Wastewater Infrastructure Projects	\$131.1
Internal Wastewater Infrastructure Projects	\$15.4
Stormwater Infrastructure Projects (note some of these will be privately developed)	\$23.2
External Road Infrastructure Projects	\$11.6
Internal Road Infrastructure Projects	\$10.2
Total	\$239.1 million

FINANCIAL/LEGAL IMPLICATIONS:

Request for Budget Increase

The project has incurred additional costs as a result of some unforeseen issues including:

1. Early in the project it was determined that a more fulsome public engagement process should be included. EDT-M02-2022 North Caledonia Employment Lands Feasibility and Servicing Study outlined the enhanced public engagement planned. The enhanced public engagement and consultation program has resulted in additional costs of \$16,000 to the overall budget. This cost was covered by the contingency funds included within the original project budget.
2. Two project change orders have been received totalling \$15,100. The change orders have been validated by staff and include work that was required to complete this phase of the overall study. Staff are recommending the change orders for approval through a budgetary increase. The change orders are the result of several main drivers:
 - Revisions were required to the functional servicing analysis to accommodate a revised natural heritage system (NHS) that was completed as part of the Official Plan Update Phase 2. The NHS was required (by provincial policy) to be extended into the subject lands which was not originally anticipated; this resulted in unforeseen impacts on servicing and concept design that included having to work around/incorporate/compensate for additional natural features.
 - MTO requirements – several MTO controlled corridors surround the subject area and impose various development conditions, service standards and restrictions. The need to work through various scenarios and respond to MTO comments extended well beyond what was initially anticipated in the scope of work.
 - Additional meetings resulting from unsolicited inquiries/key public inputs on the development opportunities of the lands.

Staff are requesting a total increase of \$15,100 to cover item 2 above. Staff could not identify same source funding due to the ratio of development charges being used to fund the project. As a result, staff are requesting Council to approve an increase to the project budget.

The 2023 Council Approved Tax Supported Capital Budget included a total of \$196,400 related to these projects. For the above noted reasons, staff propose a revision to the budget as follows:

	2023 Approved Budget	Additional Funds Required	Proposed Revised Budget
Capital Expenditures:			
Consulting Fees & Services	\$196,400	\$15,100	\$211,500
Total Capital Expenditures:	\$196,400	\$15,100	\$211,500
Financing:			
CRR - General	\$125,000	\$9,500	\$134,500
DCRF - Sewer	\$17,850	\$1,400	\$19,250
DCRF - Water	\$17,850	\$1,400	\$19,250
DCRF - Roads	\$17,850	\$1,400	\$19,250
DCRF - Storm Sewer	\$17,850	\$1,400	\$19,250
Total Financing:	\$196,400	\$15,100	\$211,500

STAKEHOLDER IMPACTS:

Engagement and Consultation Program

The updated public engagement and consultation plan was implemented that included outreach to the following stakeholders:

- Council representatives;
- County staff;
- Representatives from the Agricultural Advisory Committee and the Business Development and Planning Advisory Committee (Committees of Council);
- Current landowners within the subject area;
- Grand River Conservation Authority;
- Ministry of Transportation;
- Six Nations of the Grand River First Nation; and
- Mississaugas of the Credit First Nation.

Overall, the project has received positive feedback from all stakeholders including the current landowners. Some of the key comments that were raised included:

- Timing of the proposed Highway 6 bypass extension and the impact to this project;
- Ensuring the lands will remain available for designated employment uses for the long term - i.e. not converted to residential;
- Servicing will need to be constructed within the MTO requirements;
- The two First Nations indicated general support for the study, however requested to be consulted throughout the project;

- Six Nations of the Grand River First Nation and Mississaugas of the Credit First Nation requested involvement in any archaeological studies and environmental impact studies at the development stage of the project.

Since the initiation of the project, staff have received several development inquiries for the land within the study area ranging from the development of a single parcel to interests of land assembly for development. There has also been interest in seeing these lands become available for the entire study area sooner than the current timeline.

REPORT IMPACTS:

Agreement: No

By-law: No

Budget Amendment: Yes

Policy: No

REFERENCES:

None.

ATTACHMENTS:

1. Location Map of the North Caledonia Employment Lands.
2. Watson & Associates Economists Ltd. – North Caledonia Employment Land Feasibility and Servicing Study, Haldimand County (Phase 1 Final Report).