



# Official Plan Review

Municipality of Middlesex Centre

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Growth Management Study Technical Report - Draft

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In association with:



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## List of Acronyms and Abbreviations

C.M.A.	Census Metropolitan Area
C.N.R.	Canadian National Railway
G.D.P.	Gross Domestic Product
G.G.H.	Greater Golden Horseshoe
G.M.S.	Growth Management Study
G.T.A.	Greater Toronto Area
G.T.H.A.	Greater Toronto Hamilton Area
I.C.I.	Industrial Commercial Institutional
L.Q.	Location Quotient
M.C.R.	Municipal Comprehensive Review
N.A.I.C.S.	North American Industry Classification System
N.F.P.O.W.	No Fixed Place of Work
O.P.	Official Plan
P.M.I.	Purchasing Managers' Index
P.P.S.	Provincial Policy Statement
S.W.O.T.C.	Southwest Ontario Tourism Corporation
Sq.ft.	Square Feet
Sq.m	Square Metres



## List of Acronyms and Abbreviations (Cont'd)

T.R.E.B. Toronto Real Estate Board

V.P.N. Virtual Private Network



## Executive Summary

Watson & Associates Economists Ltd. (Watson) and WSP were retained by the Municipality of Middlesex Centre in 2020 to develop a Growth Management Strategy (G.M.S.) as background to the Municipality's Official Plan Review (O.P.R.). This G.M.S. represents a Comprehensive Review (C.R.), as defined by the Provincial Policy Statement, 2020 (P.P.S., 2020), a provincial document that includes policy direction on matters of provincial interest related to land-use planning and development. The C.R. and the O.P.R. are required to be consistent with the policies of the P.P.S.

The G.M.S. provides an opportunity to ensure that O.P. policies continue to address evolving local priorities and changing community needs. More specifically, this document examines future population, housing and employment growth potential at the municipal-wide level as well as by settlement area, and corresponding urban land needs over a long-term planning horizon (up to 25 years).

With an estimated 2021 population base of 20,100, the Municipality of Middlesex Centre is the second-most-populated municipality in Middlesex County (following Strathroy-Caradoc), representing approximately 25% of the County's 2021 population base.<sup>[1]</sup> With respect to jobs, Middlesex Centre has an estimated employment base of approximately 6,600 as of 2021. Over the past five years, the Municipality of Middlesex Centre has experienced steady employment growth across most major employment sectors.

Over the most recent three Census periods from 2001 to 2016, the Municipality of Middlesex Centre's population base grew at an average annual rate of 1.2%, or approximately 200 people per year. In comparison, Middlesex County grew at an average annual rate of 0.8% over the same time period. From 2001 to 2016, the Municipality's housing base grew at an annual average rate of 1.6%, or 84 units per year. More recently, residential building permit activity (new units only) between 2016 and 2020 has gained momentum relative to previous periods, averaging 155 new units per year. For the Municipality of Middlesex Centre and more broadly across most areas of southwestern Ontario (in particular, smaller urban and rural communities) the coronavirus disease (COVID-19) pandemic has acted as a near-term driver of housing

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<sup>[1]</sup> 2021 and forecast population figures for the Municipality of Middlesex Centre are upwardly adjusted for the net Census undercount, which is estimated at 3.5%.



demand, led by increased opportunities for remote work and the reconsideration by some Ontario residents to trade “city lifestyles” for “smaller town living.” It is recognized, however, that the longer-term population and employment growth potential for this area will be heavily dependent on the sustained economic growth potential of the broader economic region. As such, it is important not to overstate the near-term impacts of COVID-19 on housing demand in Middlesex Centre and Middlesex County over the long term.

As of 2016, almost a third of the population in Middlesex Centre is older than 55. Over the forecast period, the Municipality’s population base is expected to continue to steadily age. Most notably, the percentage of population in the 75+ age group (older seniors) is forecast to steadily increase over the forecast period from 7% in 2016 to 11% in 2046. Looking forward, this growing older population segment is anticipated to be a key driver of higher-density forms of housing growth in Middlesex Centre, as this group will require a range of housing forms such as low-rise apartments, secondary suites, and seniors’ residences. The Municipality of Middlesex Centre is also anticipated to accommodate young adults and new families seeking competitively priced home ownership and rental opportunities across a range of low-, medium- and high-density housing forms. Accordingly, opportunities should be explored to provide a mix of future housing across a range of density types to accommodate all age groups and income levels (including affordable housing options).

Similar to Middlesex Centre, Middlesex County is also currently updating their O.P. As part of this O.P.R., the County has recently updated their long-term population and housing projections, which provide a range of growth scenarios (i.e. low, reference and high) that County Council endorsed in early 2021.<sup>[1]</sup> As part of the current Middlesex County O.P.R., three long-term population, household and employment growth forecast allocation scenarios were prepared by Area Municipality, including low, reference, and high growth scenarios. These County-wide growth scenarios and allocations were based on a range of assumptions related to total net migration by age, natural increase (births less deaths) as well as employment growth opportunities within Middlesex County and the surrounding commuter-shed. Further considerations with respect to local population and employment growth drivers have been incorporated as part of the

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[1] Population and Housing Projections for Middlesex County, Committee of the Whole, January 19, 2021.



Middlesex Centre G.M.S. in determining the high growth scenario for Middlesex Centre as the “most likely” long-term growth scenario.

Under the high scenario, the population of Middlesex Centre is forecast to grow at an average annual rate of 2.3% between 2016 and 2046, or approximately 590 people per year, which is more than double the population growth the Municipality experienced historically between 2001 and 2016. By 2046, the Municipality of Middlesex population is forecast to reach 35,500, which represents an increase of 15,400 people from 2021.

Housing growth over the long-term planning horizon (2016 to 2046) is expected to average approximately 225 new units per year, which is significantly higher than the average household increase over the 2001 to 2016 period of 84 units per year. Largely driven by the Municipality’s aging population base, combined with rising housing costs, it is expected that housing demand will gradually shift from low-density housing (i.e. single and semi-detached units) to medium- and high-density housing forms.

Between 2001 and 2016, the Municipality of Middlesex Centre’s employment base grew at an average annual rate of 1.5%, or 76 new jobs per year. Over the long-term planning horizon, Middlesex Centre’s employment base is expected to grow at an annual rate of 2.4%, or approximately 200 new jobs per year. Employment growth is anticipated to be well-balanced between industrial, commercial and institutional sectors, with work at home and off-site employment (employees with no fixed place of work) anticipated to comprise an increasing share of the Municipality’s employment base. Rural and agricultural land uses will also continue to support a share of employment activities within the Middlesex Centre economy.

As part of this C.R., long-term population, housing and employment growth has been allocated across the Municipality by settlement area and remaining rural area. Middlesex Centre’s current O.P. sets out the hierarchy as to where urban and rural development shall be directed. In accordance with the local O.P. policy framework, the majority of population growth (84% of the Municipality’s overall population growth) is directed to the Urban Settlement Areas of Komoka-Kilworth and Ilderton, 14% is directed to Community Settlement Areas, which include Delaware and Arva, and the remaining 2% of Middlesex Centre’s population is allocated towards Hamlets and the remaining Rural Areas.



The Municipality's potential housing supply, including residential development applications within various stages of planning approval, vacant designated residential lands and residential intensification sites, is geared towards low-density housing, accounting for 64% of the overall housing supply. The medium-density housing supply accounts for 20%, while high-density accounts for the remaining 16%.<sup>[1]</sup> The majority of the identified housing supply is classified as pending (32%) or located on vacant designated residential lands that currently are not associated with active development plans (27%). Approximately 2,150 of potential units within the housing supply pipeline (29% of the total housing supply) are classified as draft approved or registered but unbuilt.

The results of this C.R. indicate that each settlement area within Middlesex Centre has an adequate supply of designated residential lands, including intensification opportunities, to accommodate housing demand over the next 15 years. Over a longer 25-year planning horizon, however, it is anticipated that there is insufficient urban land available to accommodate forecast housing demand. Over the 25-year planning horizon, an urban residential land needs shortfall of approximately 89 gross ha (220 gross acres) has been identified.

It is noted that the urban residential shortfall is not homogenous across Middlesex Centre, with the majority of this residential shortfall identified in Ilderton. Additional urban land needs have also been identified in Arva. The identified gross residential land need includes lands for hard and soft infrastructure including arterial roads/rail, stormwater ponds, easements, open space as well as permitted non-residential uses within Community Areas such as local retail and schools. Gross residential land needs do not include non-developable lands that are identified as part of the Municipality's natural heritage system.

It is recommended that the Municipality of Middlesex Centre explore locations for additional residential urban lands. Forecast Residential land needs would be subject to an assessment of residential land needs across the Regional Market Area as defined by

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<sup>[1]</sup> Data provided by the Municipality of Middlesex Centre as of September 2020.



Middlesex County. The proposed re-designation of these lands from Agriculture or Agriculture to Residential would also be subject to section 1.1.3.8 of the P.P.S., 2020.<sup>[1]</sup>

A long-term Employment Area (i.e. industrial area) land needs analysis has also been conducted as part of this C.R. exercise. Looking forward over the next several decades, Middlesex Centre is anticipated to accommodate a range of prestige and general industrial uses as well as commercial and employment-supportive uses within its Employment Areas. A key economic challenge for Middlesex Centre is the lack of vacant, municipally serviceable industrial sites with direct access and exposure to Highway 401 and/or Highway 402. The Municipality's remaining large vacant sites within Employment Areas are located in the Urban Settlement Areas of Ilderton and Komoka-Kilworth. These sites do not offer direct access or exposure to Highway 401 and/or Highway 402 and are generally not situated in locations that represent established or emerging industrial areas.

Over the 25-year planning horizon, an Employment Area shortfall of approximately 153 gross ha (378 gross acres) has been identified for Middlesex Centre. The identified gross employment land need includes lands for hard and soft infrastructure including arterial roads/rail, stormwater ponds, easements open space. The gross Employment Area land need does not include non-developable lands that are identified as part of the Municipality's natural heritage system. The Municipality of Middlesex Centre has initiated a Foreign Direct Investment (F.D.I.) Strategy to establish the long-term vision and preferred location options for a new Employment Area along the Highway 402 corridor directly south of the Delaware Community Settlement Area, to address this identified Employment Area shortfall.

With respect to commercial land needs, it is recommended that the Municipality designate at least 3 to 5 ha of designated commercial land in Ilderton to ensure that there is opportunity to accommodate future commercial growth and to direct large format retail uses and automotive oriented uses outside the Village Centre. Commercial lands within Komoka-Kilworth are anticipated to be sufficient over the next 25 years. To better understand the commercial land needs, it is recommended that the Municipality

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<sup>1</sup> The Province defines "Regional Market Area" in reference to an area that has a high degree of social and economic interaction. The upper- or single-tier municipality, or planning area, will normally serve as the regional market area. Where a regional market area extends significantly beyond these boundaries, however, then the regional market area may be based on the larger market area. Where regional market areas are very large and sparsely populated, a smaller area, if defined in an O.P., may be utilized.



prepare a commercial land needs study that would review the suitability of the commercial land supply to meet commercial demand.

Chapter 8 of this report provides a series of policy recommendations resulting from the key findings of this G.M.S. These policy recommendations provide direction with respect to the management of residential and non-residential growth/change within the Municipality's urban and rural system.



# 1. Introduction

## 1.1 Terms of Reference

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Watson & Associates Economists Ltd. (Watson) and WSP were retained by the Municipality of Middlesex Centre in 2020 to develop a Growth Management Strategy (G.M.S.) as background to the Municipality's Official Plan (O.P.) Review. The primary objectives of this study are to:

- Provide a comprehensive assessment of the Municipality's long-term population, housing and employment growth potential within the context of County-wide development trends and regional economic growth drivers;
- Ensure that there is an adequate supply of urban lands to accommodate long-term demand which satisfies the Middlesex Centre's near-term and longer-term employment and population growth objectives; and
- Provide strategic policy recommendations, working within the context of the provincial, County, and Municipal planning policy framework, which accommodate development and change in a sustainable manner while protecting what is valuable to residents and businesses.

More specifically, this G.M.S. provides a detailed assessment of the following:

- An overview of the provincial and County land-use planning policy framework regarding growth management within Ontario and Middlesex County to the year 2046;
- Regional and local macro-economic and demographic trends that are anticipated to impact the amount, type and location of the Municipality's long-term population and employment growth potential;
- Future residential land supply opportunities within Urban Settlement Areas, in active development plans, identified intensification areas, as well as on vacant designated urban lands which have no active development applications;
- Future non-residential land supply opportunities (i.e. Urban Employment Areas, Community Commercial) within Urban Settlement Areas in active development applications as well as on vacant designated urban lands;
- The allocation of long-term population, housing and employment growth between the Urban Settlement Areas and remaining rural areas of Middlesex Centre;



- Forecast land demand within Urban Settlement Areas in accordance with forecast population and employment growth as well as long-term trends in residential and non-residential density;
- Near-term priorities with respect to the development of Urban Employment Areas;
- Long-term residential and non-residential urban land needs within the Urban Settlement Areas; and
- Strategic policy recommendations which address the long-term management and monitoring of urban and rural development/redevelopment across the Municipality of Middlesex Centre.

This study forms an important background document to the Middlesex Centre O.P. Review. The process of preparing the Municipality's new O.P. represents a Comprehensive Review (C.R.), in accordance with section 26 of the *Planning Act*. The provincial *Planning Act* requires municipalities to update their O.P. every five years, or every ten years after the approval of a new O.P. The O.P. must be consistent with the Provincial Policy Statement (P.P.S.), a provincial document that includes policy direction on matters of provincial interest related to land-use planning and development. The O.P. update is also an opportunity to ensure that O.P. policies continue to address evolving local priorities and changing community needs. The O.P. update incorporates the outcomes and priorities of recently completed studies and plans (i.e. strategic plan, economic development strategy and development charges by-law).

## 1.2 What is a Growth Management Strategy?

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Growth management is a process of establishing a long-term cohesive vision for a region or municipality, including its urban communities, rural lands, and protected countryside. Growth management direction and policies influence how and where growth and/or change should occur. Such planning and economic policies are required to ensure that as Ontario municipalities such as Middlesex Centre continue to mature and evolve, this process occurs in a financially, environmentally, and socio-economically sustainable manner.

Growth management policies also recognize that while it is not an objective to prevent or limit population and employment growth, municipalities should be planned in a manner that aims to potentially enhance livability and economic prosperity, while



protecting what is important to residents and local businesses. As previously discussed, the Province of Ontario has established a growth management framework for municipalities to follow. Core growth management concepts address the following growth elements:

- Availability of land and future urban land needs, land utilization (i.e. density and built form), urban design, appropriate types and locations of urban and rural land uses, phasing of development and redevelopment;
- Efficient utilization of municipal services and infrastructure as well as the movement of people and goods;
- Urban vitality, “place making,” structural economic trends, the changing nature of work and evolving urban development patterns;
- Increasing housing choice and affordability; and
- The protection of the natural environment and cultural heritage.

It is important to recognize that the Municipality of Middlesex Centre’s growth management strategy and the new O.P. are forward-looking documents which are designed to proactively plan for and accommodate change over the next several decades. Given uncertainties regarding future change and disruption, these documents are to be comprehensively updated at a minimum every ten years. Within these comprehensive updates, O.P. amendments may also be required.



## 2. Policy Context

This chapter provides an overview of the relevant provincial, County and local policies that apply to long-term growth management in the Municipality. These policies provide the framework for the analysis, recommendations, and strategic directions of the G.M.S.

### 2.1 Provincial Policy Context

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#### 2.1.1 Provincial Policy Statement

The Provincial Policy Statement, 2020 (P.P.S., 2020) provides policy direction on matters of provincial interest relating to land-use planning and development. It is issued under the authority of section 3 of the *Planning Act* and requires that all planning decisions “shall be consistent with” the P.P.S., 2020 (*Planning Act*, R.S.O. 1990, c. P. 13 s. 3).

The P.P.S., 2020 came into effect on May 1, 2020.<sup>[1]</sup> Its purpose was to update the P.P.S., 2014 so that it worked together with changes to the provincial land-use planning system that occurred around the same time. This included changes to the *Planning Act* through Bill 108, the *More Homes, More Choice Act* (2019) and the on-going updates to the Growth Plan. Additional reasons for the update largely related to the need to increase urban housing supply, support the economy and job creation, and to reduce barriers and costs to the land-use planning system in order to provide greater predictability.

A significant change of the P.P.S., 2020 with regard to housing policy is the provision of a housing options approach to address an appropriate range and mix of housing, and to specifically meet market-based needs of current and future residents (policy 1.4.3). Providing for housing options adds broader considerations like ownership structures and housing program planning to built-form considerations. Housing options are defined as:

“A range of housing types such as, but not limited to single detached, semi-detached, rowhouses, townhouses, stacked townhouses, multiplexes, additional residential units, tiny homes, multi-residential buildings and uses such as, but not limited to life lease housing, co-

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[1] Provincial Policy Statement, 2020. Under the *Planning Act*. Ontario.



ownership housing, co-operative housing, community land trusts, affordable housing, housing for people with special needs, and housing related to employment, institutional or educational uses.”

Throughout the P.P.S., 2020 there is strong encouragement to consider the market when addressing planning matters such as managing growth overall, identifying market-ready sites to improve economic development and competitiveness, and providing for a range and mix of housing options. Although this may assist with managing growth and development in a way that may more accurately reflect market realities, it could make it more challenging for municipalities to transition to other types of development forms that they have not historically had considerable success in implementing. As such, when discussing the outlook for the real estate market, it is important to discuss both existing conditions as well as the driving factors which are anticipated to encourage and disrupt housing market demand by structure type and built form. Furthermore, while market demand is important when considering long-range land-use planning, this demand must be broadly considered within the context of broad provincial interests, namely: ensuring the efficient use of land, resources, and infrastructure; providing a clean and healthy environment for current and future generations; and diversifying an economic base and supporting job creation.

Notable policies related to planning for Employment Areas in the updated P.P.S., 2020 include requiring municipalities to have enough urban land supply to meet projected needs for a planning horizon of 25 years, and include Employment Areas as areas that could be planned for beyond this horizon provided they are not designated beyond the planning horizon.

The P.P.S., 2020 recognizes the significant economic contribution of Employment Areas, and the importance of protecting and preserving them. It provides details on how municipalities should plan for employment. The P.P.S., 2020 policies suggest preparing and readying Employment Areas by identifying strategic sites, monitoring the availability and suitability of employment sites with a focus on market-ready sites, and actively seeking to address potential barriers to investment (policy 1.3.2). The policy further outlines that, during an O.P. review or update, planning authorities assess Employment Areas in local O.P.s to ensure the designation is appropriate for the planning function of the Employment Area (policy 1.3.2.2).



## 2.2 Middlesex County Official Plan

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The current in-effect O.P. is the Middlesex County Official Plan (Consolidated Version August 2006). This document was reviewed as it relates to growth management, housing, and employment directions that affect the Municipality of Middlesex Centre.

In the Middlesex County O.P. (policy 2.3.1), settlement areas are identified as the preferred growth areas, having a role as the primary employment centres and location for commercial and industrial uses. Furthermore, Middlesex County has identified a Growth Management Hierarchy (policy 2.3.2.) that directs growth in urban areas, community areas and hamlets in rural areas.

In order to provide a wide range of housing options, outlined in the Middlesex County O.P., policy 2.3.7. a):

Intensification and redevelopment, primarily in Settlement Areas, and in other areas where an appropriate level of physical services is or will be available in the immediately foreseeable future and subject to the policies of section 2.3.6. In this regard, the County will require that 15 percent of all development occur by way of intensification and redevelopment.

Policy section 2.3.7 of the Middlesex County O.P. provides directions to plan for housing across the County. Policy directions generally promote the orderly development of new housing that:

- Maintains and improves the existing housing stock;
- Provides for a range and mix of housing for special needs groups where possible; and
- Meets the requirement that 20 percent of all housing be affordable.

Middlesex County O.P. policies related to agricultural land (policy section 2.3.9) acknowledge that agriculture plays a significant role in the County's economy and culture. As such, policies in the County O.P. are set in place to protect prime agricultural land, and non-agricultural activities are to be directed to Settlement Areas unless they are deemed to be necessary.

In addition to growth-management-related policies, the Middlesex County O.P. also contains policies regarding economic development (policy section 2.3.7.1.), with the



overall objectives to encourage an appropriate supply of land for long-term development and aggressively market to investors in all sectors of the economy.

Similar to Middlesex Centre, Middlesex County is also currently updating their O.P. As part of this O.P. review, the County has recently updated their long-term population and housing projections, which provide a range of growth scenarios (i.e. low, reference and high scenario) that County Council endorsed in early 2021.<sup>[1]</sup> As part of the current Middlesex County O.P.R., three long-term population, household and employment growth forecast allocation scenarios were prepared by Area Municipality, including a low, reference, and high growth scenario. These County-wide growth scenarios and allocations were based on a range of assumptions related to total net migration by age, natural increase (births less deaths) as well as employment growth opportunities within Middlesex County and the surrounding commuter-shed.

## 2.3 Municipality of Middlesex Centre Official Plan (July 2018)

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Similar to the Middlesex County O.P., the Middlesex Centre O.P. establishes where new development is to occur, as outlined in policy 1.8.c):

The majority of growth within the Municipality will be directed to *Urban Settlement Areas* as established in this Plan. Such areas will accommodate growth on full municipal servicing, with such growth being permitted where adequate servicing capacities are established. More limited growth will be permitted within *Community Settlement Areas*, subject to issues of servicing availability and other policies in this Plan.

The settlement area structure is listed below:

### Urban Settlement Areas:

- Ilderton
- Komoka-Kilworth

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<sup>[1]</sup> Population and Housing Projections for Middlesex County, Committee of the Whole, January 19, 2021.

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**Community Settlement Areas:**

- Arva
- Delaware

**Hamlet Areas:**

- Ballymote
- Birr
- Bryanton
- Denfield
- Lobo
- Melrose
- Poplar Hill-Coldstream

In addition to establishing a development hierarchy, Middlesex Centre has also identified in their O.P. (see section 1.8.e)) that a full range of housing opportunities (i.e. singles, townhouses and apartments) be provided and that varying levels of affordability are to be incorporated. Furthermore, the Municipality requires that 15 percent of all development occur by the way of intensification (see section 5.2.1.e) and requires that 20 percent of all housing development be affordable (see section 5.2.1. g).

Outlined in section 5.3 of the O.P., Village Centres represent the central focus of the settlement areas. Due to the character of the Village Centres and the civic function, these commercial areas play an important role in gathering residents from the rural area, as well as visitors from outside the local area. The Middlesex Centre O.P. recognizes the Village Centres within the Municipality as the primary centres for business activity and gathering places within the County and are only found in Urban and Community Settlement Areas. Economically vibrant main streets help attract visitors, create jobs, and increase the competitiveness of small businesses, which are the backbone to Middlesex Centre's economy. These areas are also recognized as important cultural heritage landscapes as they include a concentration of important historic sites and other built cultural heritage resources. Mixed-use activities are encouraged in the Municipality's Village Centres and Settlement Commercial Areas. Middlesex Centre's Strategic Plan acknowledges the importance of these settlement



areas and that each area is unique, and that publicizing and revitalizing these areas will not only benefit Middlesex Centre, but the County as a whole.<sup>[1]</sup>

The Settlement Commercial Areas are located within the Ilderton, Komoka/Kilworth, Delaware and Arva settlement areas. The purpose of the Settlement Commercial Area designation is to accommodate larger retail uses outside the Village Centres that require large sites for parking and access to major roads. Retail uses within the Settlement Commercial Areas include grocery stores, drug stores, hardware stores and commercial plazas. Commercial employment growth is anticipated to be primarily accommodated within Settlement Commercial Areas, while the Village Centres are anticipated to accommodate moderate growth through infill.

Outside of Village Centres and Settlement Commercial Areas, Settlement Employment areas are lands that are designated to accommodate industrial and businesses uses. Similar to Village Centres and Settlement Commercial Areas, Settlement Employment lands are located in Urban and Community Settlement Areas. While the O.P. does allow limited retail and ancillary uses on Settlement Employment lands, the primary focus is to attract industrial (i.e. manufacturing, wholesaling, or warehousing), office building and research facilities as outlined in section 5.5 of the O.P. As previously noted in the fall 2020 Municipality of Middlesex Centre Economic Diversification Paper, Middlesex Centre has a vibrant and growing agricultural sector which represents a significant component of the local economic base.<sup>[2]</sup> The importance of protecting agricultural lands is outlined in section 2.0 of the Middlesex Centre O.P., as follows:

It is a key priority of the Municipality that agricultural areas be protected for agricultural and resource uses, and that the agricultural economy be enhanced within the Municipality. The continued viability of agricultural resource areas, the agricultural industry, and agricultural communities will be protected by the Municipality, in part through the avoidance of land use conflicts and the prevention on non-agricultural urban uses outside of the settlement areas.

It should be noted that the policies outlined in this chapter play a vital role in the way development over the long term should occur in Middlesex Centre.

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<sup>[1]</sup> Middlesex Centre Strategic Plan 2021 to 2026.

<sup>[2]</sup> Municipality of Middlesex Centre. Economic Diversification Discussion Paper, Fall 2020. Watson & Associates Economists Ltd.



## 2.4 Municipality of Middlesex Centre Strategic Plan 2021 to 2026

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In 2020, Middlesex Centre developed a strategic plan that outlined a vision and the near-term priorities for the Municipality. Residents, businesses, and community groups were asked what was important to them in their community and to share their vision for the future. The overall vision of the Strategic Plan is to provide “a thriving, progressive and welcoming community that honours our rural roots and embraces our natural spaces” (p. 5).

Within the strategic plan, there are five main strategic priorities:

- Engaged Community;
- Balanced Growth;
- Vibrant Local Economy;
- Sustainable Infrastructure and Services; and
- Responsible Municipal Government.

Each strategic priority has several objectives which further outline how key directions of the Plan will be achieved over the short term.



### 3. Overview of Macro-Economic and Demographic Trends

This chapter summarizes the macro-economic trends influencing regional labour force and employment trends within Ontario, the London Census Metropolitan Area (C.M.A.), and the Municipality of Middlesex Centre over the past two decades. This broader analysis has been undertaken to provide additional insight with respect to the recent macro-economic and demographic trends which are anticipated to continue to influence the near-term growth outlook for the Municipality of Middlesex Centre (refer to Appendix A for supplementary information).

#### 3.1 Global Economic Trends and International Trade

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##### 3.1.1 *Impacts of COVID-19 on Near-Term Economic Growth*

Since being declared a pandemic by the World Health Organization (W.H.O.) on March 12, 2020, the economic impacts of coronavirus disease (COVID-19) on global economic output have been significant. Economic sectors such as travel and tourism, accommodation and food, manufacturing, and energy have been hit particularly hard. On the other hand, many other employment sectors (particularly knowledge-based sectors), which are more adaptable to the current remote work environment have been less negatively impacted, and in some cases have prospered.

Canada's gross domestic product (G.D.P.) declined by approximately 39% in the second quarter of 2020 (April to June) due to COVID-19. As restrictions gradually loosened during that period, beginning in May 2020, businesses came out of lockdown during the summer months and economic activity grew at a pace of 40.5% in the third quarter, although G.D.P. was still short of pre-pandemic levels.

Economic growth continued through the fourth quarter of 2020, increasing by 2.3% despite increased COVID-19 restrictions towards the end of November 2020. Despite this fourth quarter increase, real G.D.P. in 2020 declined overall by 5.4%. Heading into 2021, Canada's economy grew sharply by 6.5% in the first quarter, but due to the impacts of the third COVID-19 wave the April 2021, the Province-wide lockdown has weighed on economic activity in the second quarter of 2021. Given the relatively strong



economic performance leading up to April 2021, it is expected that economic setbacks due to the lockdown will be recouped as provincial restrictions continue to ease.<sup>[1] [2] [3] [4]</sup>

Overall, required modifications to social behavior (e.g., physical distancing) and increased work at home requirements, resulting from government-induced containment measures and increased health risks, have resulted in significant economic disruption largely related to changes in consumer demand and consumption patterns.

Furthermore, continued tensions, logistical challenges and constraints related to international trade have also begun to raise further questions regarding the potential vulnerabilities of globalization and the structure of current global supply chains.

At present, the level of sustained economic impact related to this “exogenous shock” to the world and the Canadian economy is still relatively uncertain. While the prospects for a global recovery have improved in recent months, the pace of this global economic recovery has been uneven, largely due to the rate at which countries have been able to vaccinate their residents.<sup>[5]</sup>

More locally, it is estimated that 80% of local businesses in Middlesex County reported a decrease in their revenues, as a result of COVID-19.<sup>[6]</sup> Despite the consequences of COVID-19, the long-term economic and housing outlook for southwestern Ontario remains positive as the region continues to be attractive to international investment and newcomers alike. While the housing market across southwestern Ontario experienced a slow start in early 2020 due to COVID-19, pent-up demand and historically low mortgage rates have accelerated housing demand across the region with record sales and higher average selling prices.

Notwithstanding the recent positive real estate trends identified for southwestern Ontario as a whole and Middlesex Centre, there are a number of factors which support

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[1] Reuters Business News, August 28, 2020.

[2] CBC Business News, Canada’s economy bounced back at record 40% pace in third quarter – but GDP still below pre-COVID levels, December 1, 2020.#

[3] Ontario Newsroom, Office of the Premier, Ontario Declares Second Provincial Emergency to Address COVID-19 Crisis and Save Lives, January 12, 2021.

[4] Reuters, Canadian Economy Seen Strong in First Quarter, But Impact of Third Wave Looms, April 20, 2021.

[5] Global Government Forum. OECD Warns of Uneven Economic Recovery from COVID-19, Despite Global Growth. June 1, 2021.

[6] Middlesex County, COVID-19 Business Check-in Survey Summary, April 12, 2021.



a cautious outlook with respect to the broader demand for housing over the near term (i.e., the next one to three years). Reduced immigration levels in 2020 and expected lower levels in 2021 are anticipated to slow population growth within the larger urban centres of southwestern Ontario, potentially placing downward pressure on housing market demand (refer to section 3.1.1).<sup>[1]</sup> Tighter mortgage rules could also temper the hot real-estate market as home buyers would face stiffer mortgage stress tests. The Governor of the Bank of Canada has also warned that home buyers who have overextended on their mortgages are vulnerable to rising interest rates when they must be renewed, and not to expect the rapid price increase to continue indefinitely.<sup>[2]</sup>

As previously discussed in the 2020 Economic Diversification Discussion Paper, COVID-19 is also anticipated to accelerate changes in work and commerce as a result of technological disruptions which were already taking place prior to the pandemic.<sup>[3]</sup> Businesses will increasingly be required to rethink the way they conduct business with an increased emphasis on remote, or distributed, work enabled by technologies such as virtual private networks (V.P.N.s), virtual meetings, cloud technology and other remote work collaboration tools. These trends are anticipated to have a direct influence on commercial and industrial real estate needs over both the near and longer terms. In light of these anticipated trends, it is important to consider the manner in which these impacts are likely to influence the nature of employment by type, as well as by place of work.

## **3.2 Planning within the Context of an Evolving National and Provincial Economic Outlook**

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### ***3.2.1 Ontario Outlook within the Canadian Context***

The Ontario economy is facing significant structural changes. Over the past several decades, the provincial economic base, as measured by G.D.P. output, has shifted from the goods-producing sector (i.e. manufacturing and primary resources) to the

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[1] “Very difficult” to meet Canada’s immigration targets after pandemic drop: immigration lawyer. CTV News. January 14, 2021. #

[2] CTV Business News, Mortgage stress tests set to tighten in wake of Bank of Canada warnings, May 20, 2021.

[3] Municipality of Middlesex Centre, Economic Diversification. Fall 2020. Watson & Associates Economists Ltd. in association with WSP.

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services-producing sector. This has largely been driven by G.D.P. declines in the manufacturing sector which were accelerated as a result of the 2008/2009 global economic downturn. It noted that these G.D.P. declines in the manufacturing sector had begun to show signs of stabilization over the past several years, prior to the recent global economic downturn of 2020.

Over the past decade, the Ontario economy has experienced a steady rebound in economic activity since the 2008/2009 recession; however, this recovery was relatively slow to materialize with Ontario G.D.P. levels sharply rebounding from 2013 to 2018, as illustrated in Figure 3-1. This economic rebound was contributed by a gradual recovery in the manufacturing sector, fueled by a lower-valued Canadian dollar and the gradual strengthening of the U.S. economy (refer to section 3.2.2).<sup>[1]</sup> G.D.P. growth in 2019 eased to 2.0%, largely as a result of a tightening labour market and slowing global economic growth.<sup>[2]</sup> As illustrated in Figure 3-1, the Ontario economy is forecast to rebound by 5.5% in 2021 but slow down to 4.9% in 2022.

While the recent performance of the Ontario economy has remained relatively strong over the past several years through 2014 to early 2020, the COVID-19 pandemic poses significant risks to the national and provincial economies related to rising government, corporate and personal debt, inflationary pressures and global supply disruptions, which are important to recognize. Vaccine resistance among some segments of the population and the persistence of new COVID-19 variants also adds to uncertainty to the pace of the provincial economic recovery.<sup>[3]</sup> A currently overheated housing market also continues to pose a risk to the overall stability of the provincial economy. Recent sharp increases in housing prices across Ontario have contributed to record consumer debt loads and continue erode housing affordability. Over the long term, the outlook for the Ontario housing market remains positive, however, it will be increasingly important for Ontario municipalities such as Middlesex Centre to explore solutions to increase affordable ownership and rental housing options which accommodate a wider range of residents by age and income.

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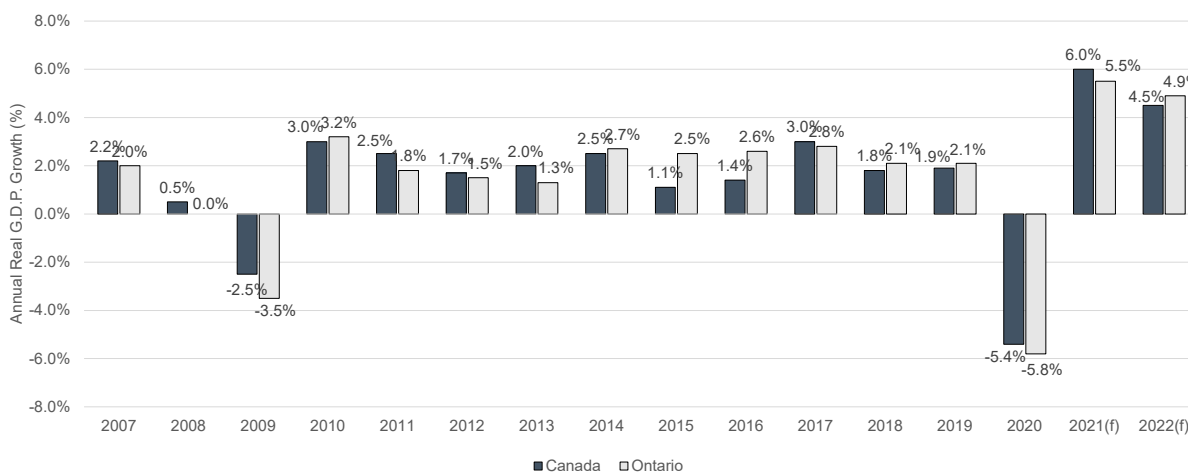
<sup>[1]</sup> Valued at approximately \$0.74 U.S. as of July 2020.

<sup>[2]</sup> BMO Provincial Outlook, Spring 2019.

<sup>[3]</sup> The Conference Board of Canada. Canadian Outlook. Booming Economy not without its Risks. July 6, 2021.



Figure 3-1  
Province of Ontario and Canada  
Annual Real G.D.P. Growth, Historical (2006 to 2020) and Forecast (2021 to 2022)



Source: Derived from BMO Capital Markets Economics, Provincial Economic Outlook, April 2021, by Watson & Associates Economists Ltd.  
Note: 2020 (Ontario), 2021 and 2022 are forecast by BMO Capital Markets Economics.

Note: 2021 to 2022 are forecast by BMO Capital Markets Economics

Source: Derived from BMO Capital Markets Economics, Provincial Economic Outlook, April 2021, by Watson & Associates Economists Ltd., 2021.

## 3.2.2 Emerging Industry Sector and Labour Force Trends

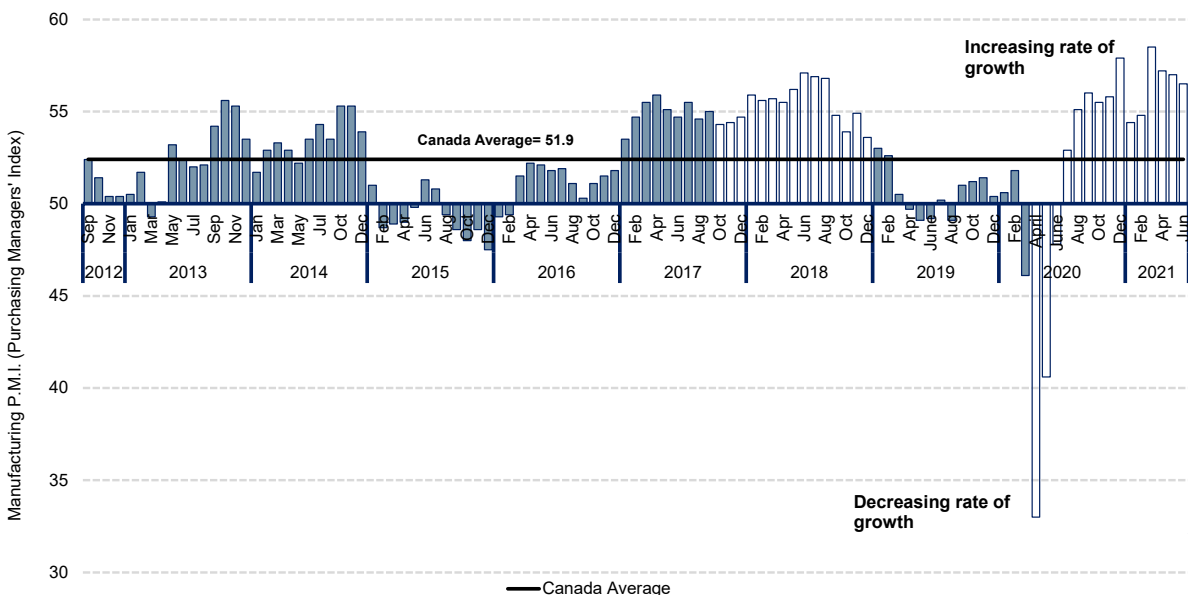
### 3.2.2.1 Outlook for Provincial and Regional Manufacturing Sectors

The Purchasing Managers' Index (P.M.I.) is a prevailing economic indicator for economic trends in the manufacturing and services sectors which is based on the purchasing managers' market condition outlook and serves as a key measure of the direction of the manufacturing sector on a monthly basis. The P.M.I. index ranges between a number of 1 to 100. A P.M.I. value greater than 50 represents an expansion relative to the previous month, while a P.M.I. value less than 50 represents a contraction. Figure 3-2 summarizes the P.M.I. index for Canada between 2012 and 2020 (April). As illustrated in Figure 3-2, the P.M.I. index has largely exhibited moderate to strong expansion between 2012 and 2018, with the exception of 2015 and 2019, which experienced contractions. Also, 2013 and 2016 experienced periods of brief economic contraction. The P.M.I. index shows steep contractions at the beginning of March 2020 in manufacturing and services sector activity due to the negative effects of COVID-19 on the global economy, international trade, and the general demand for goods and services. These conditions worsened into April 2020; however, they showed



signs of a moderate rebound in May and June and strong growth from August to June 2021.

Figure 3-2  
Purchasing Managers' Index for Canada, 2001 to 2021 Y.T.D.



Note: Above 50.0 indicates growth from previous month, 50.0 indicates no change from previous month, and values below 50.0 indicate a decline from previous month.

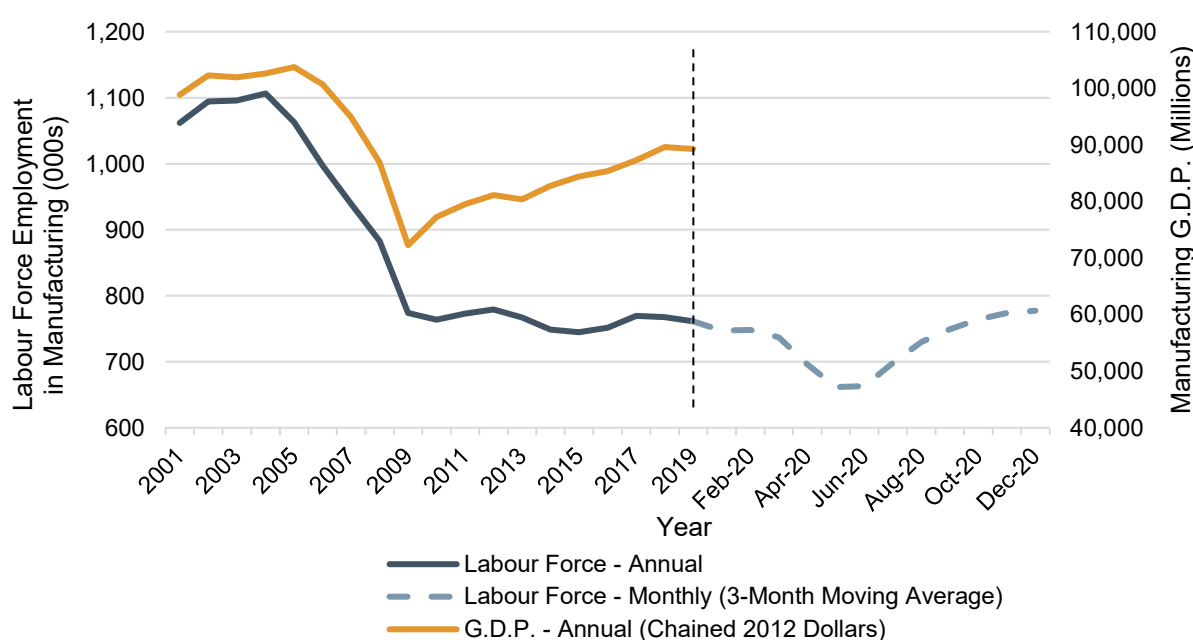
Source: HIS Markit Canada, Canada PMI Index, June 2012 – June 2021 summarized by Watson & Associates Economists Ltd., 2021.

While manufacturing remains vitally important to the provincial economy with respect to jobs and economic output, this sector is not anticipated to generate a high rate of labour-force growth across the Province over the coming decades as globalization has led to increased outsourcing of manufacturing processes to overseas manufacturers. While there will continue to be a manufacturing focus in Ontario, the nature of industrial processes is rapidly shifting, becoming more capital/technology intensive and automated, with lower labour requirements. The highly competitive nature of the manufacturing sector will require production to be increasingly cost effective and value-added oriented, which bodes well for firms that are specialized and capital/technology intensive. As a result of increased efficiencies in the manufacturing sector, G.D.P. has increased relative to generally flat labour force trends as G.D.P. output per employee rises.



As summarized in Figure 3-3, the manufacturing sector in Ontario experienced significant declines between 2004 and 2009 with respect to labour force and G.D.P. Between 2009 and 2019, however, provincial labour force levels in the manufacturing sector stabilized while G.D.P. output steadily increased. While showing modest growth since 2016, labour force levels in the manufacturing sector declined in early 2020 due to the impacts of COVID-19 but have showed a steady rebound between June 2020 and December 2020.

Figure 3-3  
Manufacturing Labour Force Employment in Ontario, 2000 to 2020 Y.T.D.



Source: Annual labour force data from Statistics Canada Labour Force Survey, Table 282-0125, and monthly data from Table 14-10-0091-01. Annual G.D.P. data from Statistics Canada Table 36-10-0402-01 by Watson & Associates Economists Ltd., 2021.

### 3.2.3 Planning for Industrial Sectors

Recognizing these recent structural changes in the regional economy there is a need for the Municipality of Middlesex Centre to ensure that its established and planned Employment Areas are well aligned with anticipated market demand. This requires that near-term (i.e. shovel-ready lands) and longer-term land needs as well as competitive attributes (i.e. location, access, size, configuration, etc.) are adequately addressed with respect to the Municipality’s Employment Area.



It also important that the Municipality's Employment Areas are planned and designed to accommodate a broad range of established and emerging industrial sectors related to advanced manufacturing, Goods Movement, construction, utilities and employment supportive uses. Such Employment Areas should also offer supportive infrastructure, urban amenities and synergies to attract the growing knowledge-based sector. Two key real estate trends which influence the planning of Employment Areas in today's economy, are explored below.

### Integrated Development in the Advanced Manufacturing Sector

Many of the growing sub-sectors in advanced manufacturing such as energy, automotive, technology and clean tech require integrated operations on larger sites in a "campus-style" setting. These integrated facilities often accommodate a combination of office, research and development, warehousing and logistics, and on-site manufacturing.

To address the broad needs of industry, a range of Employment Areas by site size, access, designation/zoning, and surrounding land use are required which provide significant land area to accommodate mid to large-scale uses with opportunities for future expansion potential. In industrial/business parks, prestige office uses are often positioned at gateway locations (i.e. at major highway interchanges) with direct highway access/exposure as well as strong connectivity to arterial roads and offer live/work opportunities.

### Growing Demand in the Goods Movement Sector Driven by E-Commerce

As previously mentioned, increased outsourcing of manufacturing production to emerging global markets continues to drive the need for new consolidated, land-extensive warehousing facilities to store and manage the distribution of goods produced locally as well as goods imported from abroad. This continues to drive demand for increasingly larger, more land-extensive warehousing facilities, generally in greenfield Employment Areas. Across North America, the Goods Movement industry is continuously evolving at a rapid pace responding to growing consumer demand and well as increased expectations with respect to speed of delivery. As discussed below, e-commerce and technological improvements represent the biggest drivers of change in the Goods Movement industry, driven by the rapid growth of mobile technology.



For the economic region of London / Middlesex County, a growing share of development within the Goods Movement Sector is anticipated related to “last mile” urban warehousing facilities that focus on serving the steadily growing urban population base through the final transportation of goods from the distribution centre or fulfillment hub to the final destination (i.e. the retailer or consumer). Continued growth in e-commerce is anticipated to reduced demand for retail square footage, in particular retail space for goods-based retailers, while increasing employment growth and land demand related to the logistics sector.<sup>[1]</sup>

Retail e-commerce sales have risen steadily across Canada, with the proportion of online sales rising from 2.4% in 2016 to a high of 11.4% percent in April 2020, but since then has declined and leveled of at 7.5% as of April 2021.<sup>[2]</sup> Further, the digital impact of retail sales is even greater with mobile purchasing platforms (e.g. UberEats, Skip the Dishes) that support retail sales of local retailers. As the e-commerce market continues to expand, this component of the supply chain is becoming increasingly important to businesses as it has a direct influence on the customer experience. In addition to the need to provide timely, accurate service delivery, it is also critical for industry to ensure cost efficiency given that 30% to over 50% of total parcel delivery cost is associated with this leg of the supply chain.<sup>[3] [4]</sup>

### ***3.2.4 The Rising Share of Off-Site and Work at Home Employment***

Over the 2001 to 2016 period, the percentage of Middlesex Centre’s labour force defined as having a usual place of work declined, offset by a gradual increase in the

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[1] Goods-based retailer refers to retail facilities that sell goods to be used or consumed at home, including food-oriented retail (supermarkets and convenience stores), beer, wine and liquor stores, pharmacies and personal care stores, home improvement stores and stores selling general merchandise, apparel and furniture.

[2] Statistics Canada Retail e-commerce sales, Table 20-10-0072-01.

[3] Breaking Down the “Last-Mile Delivery”: Challenges and Solutions. October 12, 2016.

[4] Parcel Delivery. The Future of the Last Mile. McKinsey & Company. September, 2016.



share of work at home employment and a steady increase in the share of off-site employment, also referred to as employees with no fixed place of work (N.F.P.O.W.).<sup>[1]</sup>

Within Middlesex County, the rising share of labour related to N.F.P.O.W. has been primarily driven by steady growth in the transportation and construction sectors which are typically characterized as having a higher percentage of off-site employees. Technological innovation and improved broadband regional telecommunications have also been, and will continue to be, key drivers of economic expansion in knowledge-based sectors as well as the steady rise of the gig economy.<sup>[2]</sup> One of the key objectives that is identified in Middlesex Centre's Strategic Plan is to secure funding for broadband infrastructure. Looking forward, continued advances in technology and telecommunications (e.g. 5G technology) are anticipated to further enable remote work patterns and ultimately increase the relative share of off-site employment over the long term.<sup>[3]</sup> Over the coming decades, work at home and N.F.P.O.W. employment is generally expected to steadily increase as a result of these trends. Demographics and socio-economics also play a role in the future demand for off-site and work at home employment within an increasingly knowledge- and technology-driven economy. It is anticipated that many working residents in the County and the Municipality will utilize technology to allow them to supplement their income in more flexible ways in contrast to traditional work patterns.

### **3.2.5 Planning for the New Economy**

#### **3.2.5.1 Promoting Village Centres and Settlement Commercial Areas**

The commercial base in Middlesex Centre is primarily comprised of small local-serving retail and office uses concentrated in the Village Centres and Settlement Commercial Areas. Local-serving retail uses consist of commercial operations that serve the immediate needs of the local population, including grocery, pharmacy, automotive services, food services and other commercial services. These retail uses tend to have

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<sup>[1]</sup> Statistics Canada defines employees with no fixed place of work as “persons who do not go from home to the same workplace location at the beginning of each shift. Such persons include building and landscape contractors, travelling salespersons, independent truck drivers, etc.”

<sup>[2]</sup> The gig economy is characterized by flexible, temporary, or freelance jobs, often involving connecting with clients or customers through an online platform.

<sup>[3]</sup> Middlesex Centre Strategic Plan 2021 to 2026.



a smaller retail footprint ranging from 1,500 sq.ft. (140 sq.m) to 40,000 sq.ft. (3,700 sq.m) and are less susceptible to the impact of e-commerce competition. Comparison retail uses on the other hand are typically larger and are clustered with similar uses. Further, these uses require larger trade areas that compete on product selection and price which is more susceptible to e-commerce competition. The City of London has a large established comparison retail base that draws customers from across southwestern Ontario, including residents from Middlesex Centre. It is anticipated that population growth within Middlesex Centre will support further growth in local-serving retail uses.

The Village Centres represent the central focus of the settlement areas. Due to the character of the Village Centres and the civic function, these commercial areas play an important role in gathering residents from the rural area, as well as visitors from outside the local area. The Middlesex Centre O.P. recognizes the Village Centres within the Municipality as the primary centres for business activity and gathering places within the County. Economically vibrant main streets help attract visitors, create jobs, and increase the competitiveness of small businesses, which are the backbone to Middlesex Centre's economy. These areas are also recognized as important cultural heritage landscapes as they include a concentration of important historic sites and other built cultural heritage resources. Mixed-use activities are encouraged in the Municipality's Village Centres and Settlement Commercial Areas. Middlesex Centre's Strategic Plan acknowledges the importance of these settlement areas and that each area is unique, and that publicizing and revitalizing these areas will not only benefit Middlesex Centre, but the County as a whole.<sup>[1]</sup>

The Settlement Commercial Areas are located within the Ilderton, Komoka/Kilworth, Delaware and Arva settlement areas. The purpose of the Settlement Commercial Area designation is to accommodate larger retail uses outside the Village Centres that require large sites for parking and access to major roads. Retail uses within the Settlement Commercial Areas include grocery stores, drug stores, hardware stores and commercial plazas. Commercial employment growth is anticipated to be primarily accommodated within Settlement Commercial Areas, while the Village Centres are anticipated to accommodate moderate growth through infill.

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<sup>[1]</sup> Middlesex Centre Strategic Plan 2021 to 2026.



### **3.2.6 Planning for Tourism**

The Middlesex County 2014 Economic Development Strategy identifies tourism as one of four key focus areas and strategic themes in the Municipality's economy.<sup>[1]</sup> Tourism Middlesex is the organization mandated with ensuring that Middlesex County is a recognized destination that attracts and provides visitors with a value-added tourism experience. It also works with the Southwest Ontario Tourism Corporation (S.W.O.T.C.) in areas such as tourism marketing, tourism workforce development, tourism product development and investment attraction. The County as a whole has started to focus on community-based tourism with particular emphasis on Farm and Eco Tourism.

Tourism within Middlesex Centre is primarily anchored by its natural features and rural activities, including conservations areas, golf courses, “farmgate sales” (agriculture roadside commerce sales), fishing and eco-tourism and hiking. In addition, Middlesex Centre draws visitors from several popular regional attractions, such as Delaware Speedway, Kains Woods and Komoka Provincial Park. Residents from the City of London are a primary source of visitors to the area, as well as visitors that travel through the Municipality to reach major regional tourism destinations such as Grand Bend, London, Pinery Provincial Park, Port Stanley, and Stratford.<sup>[2]</sup> It is anticipated that tourism will provide a source of commercial employment opportunities in the rural areas, as well as providing additional support to the Village Centres and Settlement Commercial Areas.

### **3.2.7 Promoting the Agricultural Industry**

Home to approximately 48,000 hectares (ha) of agricultural lands and 500 farms, the Municipality of Middlesex Centre represents a significant resource for agricultural activities. At the County level, there are 2,335 farms spanning over 200,000 ha of agricultural lands. Middlesex County's agriculture sector contributed a total of 3,735 jobs to the local economy in 2016.<sup>[3]</sup> Of these total jobs, 33% were year-round, full-time

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[1] Middlesex Centre Strategic Plan 2021 to 2026.

[2] Middlesex County Economic Development Strategy Update by MDB Insight Inc., 2019.

[3] Ontario Ministry of Agriculture, Food and Business website – profiles and data, retrieved online, September 28, 2020:

<http://www.omafra.gov.on.ca/english/stats/county/index.html>.



positions.<sup>[1]</sup> Agri-business and food processing provide an opportunity to deepen agricultural activity and increase productivity of the industry by providing value-added products (potential tourism driver) and services. It is one of the key planning principles for the Municipality to promote and protect the predominately agricultural character and economy of the Municipality by ensuring the continued viability of agricultural resource areas, the agricultural industry, and agricultural communities in the Municipality. Middlesex Centre has some of the richest agricultural lands in southwestern Ontario and a wide range of crops are grown, making Middlesex County farms candidates for high-value crops and value-added opportunities.

The agriculture and agri-food system encompass several industries, including the farm input and service supplier industries, primary agriculture, food and beverage processing, food distribution, retail, wholesale, and food service industries, as well as other on-farm diversified uses. Rural Employment Areas provide a role in further developing the agriculture sector by providing agriculture-related industrial sites that do not require the urban amenities and servicing requirements.

According to the Middlesex County Agricultural Strategy Report (2019), the use of technology in agriculture is advancing at an unprecedented rate within the County. It is noted that technology in the agriculture sector has allowed for precision farming, enhanced crops and increase automation on farms in Middlesex County.<sup>[2]</sup> The agriculture sector in the County of Middlesex has the highest level of technology adoption compared to the provincial average based on Statistics Canada 2016 Census of Agriculture. It estimated that approximately 65% of farms in Middlesex County reported using computers/laptops for farm management compared to 56% of farms within Ontario. Furthermore, it is estimated that nearly half (48%) the farms in the County use G.P.S. technology to improve precision of farming compared to 28% of farms in Ontario.<sup>[3]</sup> As noted in the Middlesex County Updated Economic Development Strategy, the County's high level of adoption of technology in the agriculture sector bodes well for the County in supporting agri-business innovation spin-offs, as well as

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<sup>[1]</sup> Ontario Ministry of Agriculture, Food and Business website – profiles and data, retrieved online, September 28, 2020:

<http://www.omafra.gov.on.ca/english/stats/county/index.html>

<sup>[2]</sup> County of Middlesex Agriculture Strategy Report, prepared by Synthesis Agri-Food Network, 2019.

<sup>[3]</sup> Statistics Canada, 2016 Census of Agriculture, Table 32-10-0446.



preparing for challenges related to climate change which threaten the sustainability of food production in Canada.<sup>[1]</sup>

### 3.3 Regional and Local Employment Trends

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#### 3.3.1 *Broader Regional Economic Outlook, 2001 to 2020*

Figure 3-4 illustrates total labour force and unemployment rate trends for the London C.M.A. Labour force data represents the number of residents who live within the London C.M.A. and are within the labour force, regardless of where they work. This includes residents who live and work within the London C.M.A., including those who work from home, and those who commute outside the region for work. Labour force data is not available for Middlesex Centre post-2016, but it is captured in the broader London C.M.A. which includes Middlesex Centre. Key observations include:

- The total labour force growth within the London C.M.A. increased from 152,000 to 160,000 between 2001 and 2016;
- In contrast, during the post-2016 period the labour force market has shown moderate growth, increasing from 246,000 in 2016 to 260,000 in 2020, an increase of 14,000;
- The unemployment rate in the London C.M.A. rose 10.0% in 2009, coinciding with the 2008 global economic recession, and subsequently fell to 5.5% in 2019, the lowest rate this area has experienced in over two decades, prior to peaking in June 2020, to 12.6% as a result of COVID-19; and
- Since peaking in mid-2020, the unemployment rate in the broader London C.M.A. has steadily declined as the regional economy continues to recover.

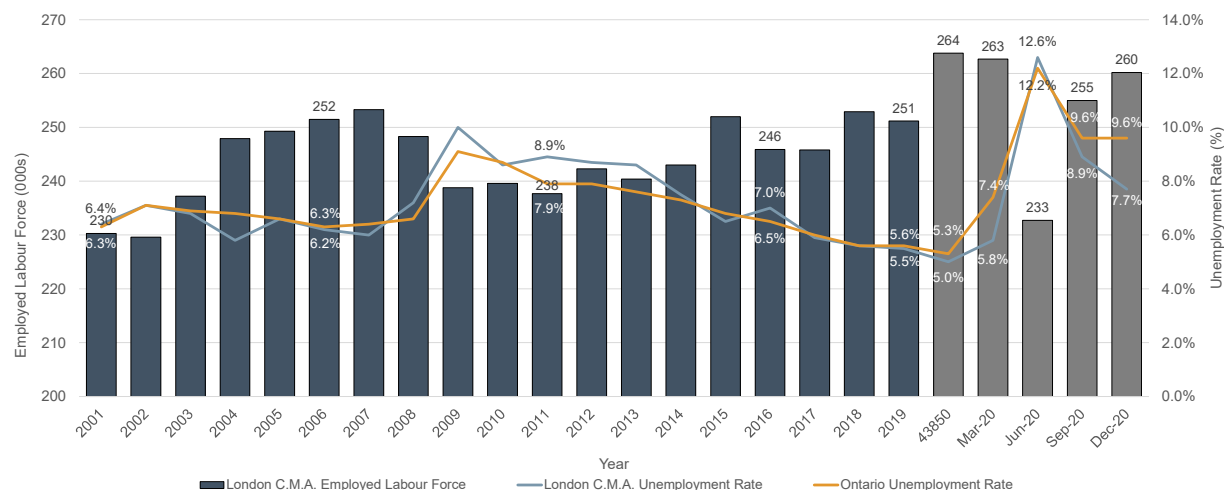
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<sup>[1]</sup> Middlesex County Updated Economic Development Strategy prepared by MDB Insight Inc., December 2020.

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Figure 3-4  
 London Census Metropolitan Area  
 Total Labour Force and Unemployment Rate Trends, 2001 to 2020



Note: Statistics Canada Labour Force Survey and Census labour force statistics may differ.  
 Source: London C.M.A. employed labour force from Statistics Canada Table 14-10-0096-01. Province of Ontario unemployment rate from Statistics Canada Table 14-10-0090-01, by Watson & Associates Economists Ltd., 2021.

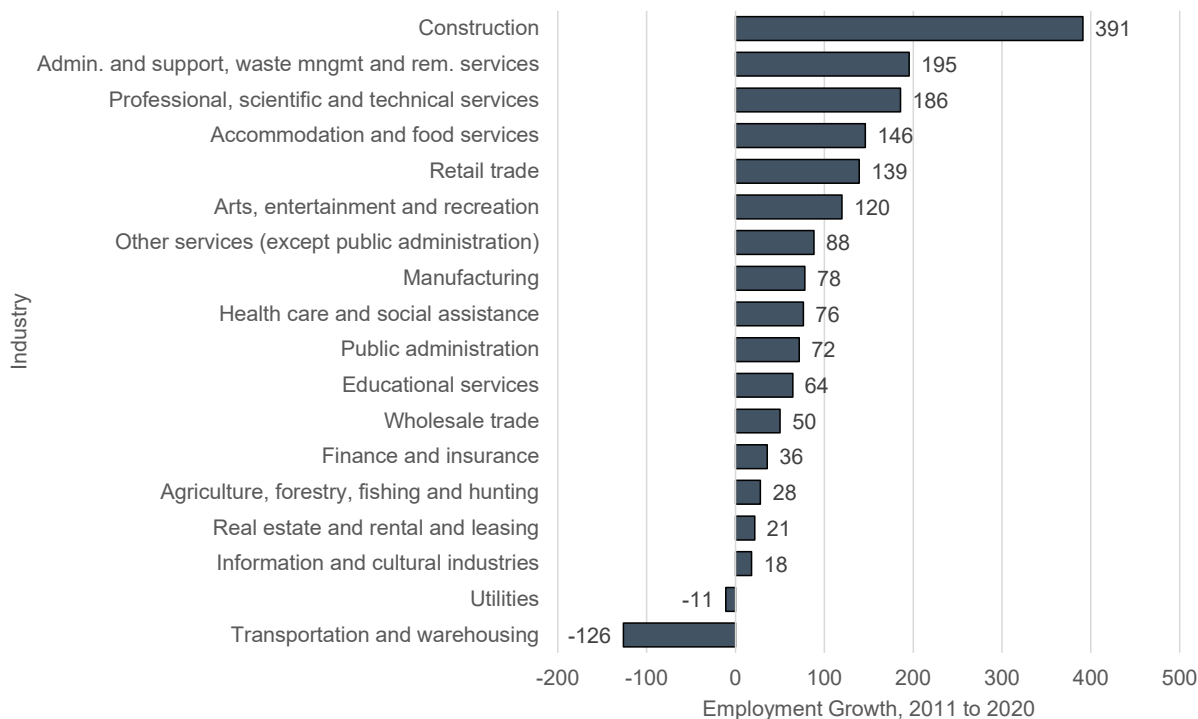
### 3.3.1.1 Recent Employment Growth Trends by Sector

As summarized in Figure 3-5, all the major commercial, institutional and industrial employment sectors, except for the transportation and warehousing sector, have experienced growth in Middlesex Centre over the past decade. Employment represents the number of jobs located within the Municipality of Middlesex Centre. This includes the live/work labour force, including work at home employees, as well as in-commuters.

Employment growth has been particularly strong in knowledge-based sectors such as professional, scientific and technical services, information and cultural industries, and educational services which have had notable increases in employment. Industrial and commercial sectors such as construction, manufacturing, retail trade, arts, entertainment, and recreation have also experienced strong growth over the past decade.



Figure 3-5  
Middlesex Centre  
Employment Growth, 2011 to 2020



Source: Derived from EMSI data by Watson & Associates Economists Ltd., 2021.

Note: Due to data unavailability, Mining, quarrying, and oil and gas extraction and Management of companies and enterprise industry is not shown.

Note: Due to data unavailability, Mining, quarrying, and oil and gas extraction and Management of companies and enterprise industries are not shown.

Source: Derived from EMSI data by Watson & Associates Economists Ltd., 2021.

### 3.3.1.2 Addressing Regional Economic Opportunities

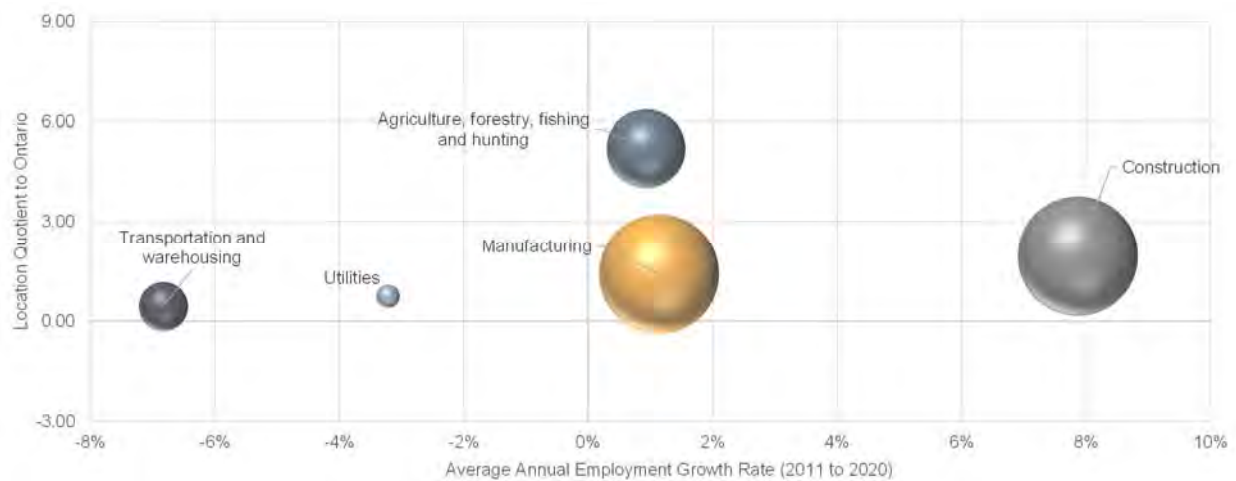
Figure 3-6 and Figure 3-7 illustrates the strength of employment sectors in Middlesex Centre relative to the Province using Location Quotients (L.Q.),<sup>[1]</sup> size (based on employment) and recent growth trends. As shown, Middlesex Centre has a relatively high employment concentration in administration and support, waste management and

[1] An L.Q. of 1.0 identifies that the concentration of employment by sector is consistent with the broader employment base average. An L.Q. of greater than 1.0 identifies that the concentration of employment in a given employment sector is higher than the broader base average, which suggests a relatively high concentration of a particular employment sector or “cluster.”



remediation services, agriculture, arts, entertainment and recreation, construction and manufacturing. In contrast, many emerging “knowledge-based” clusters, including professional, scientific and technical services, finance and insurance, health care and social assistance, educational services, public administration, as well as real estate and rental and leasing are less concentrated but have recently been experiencing moderate to strong employment growth.

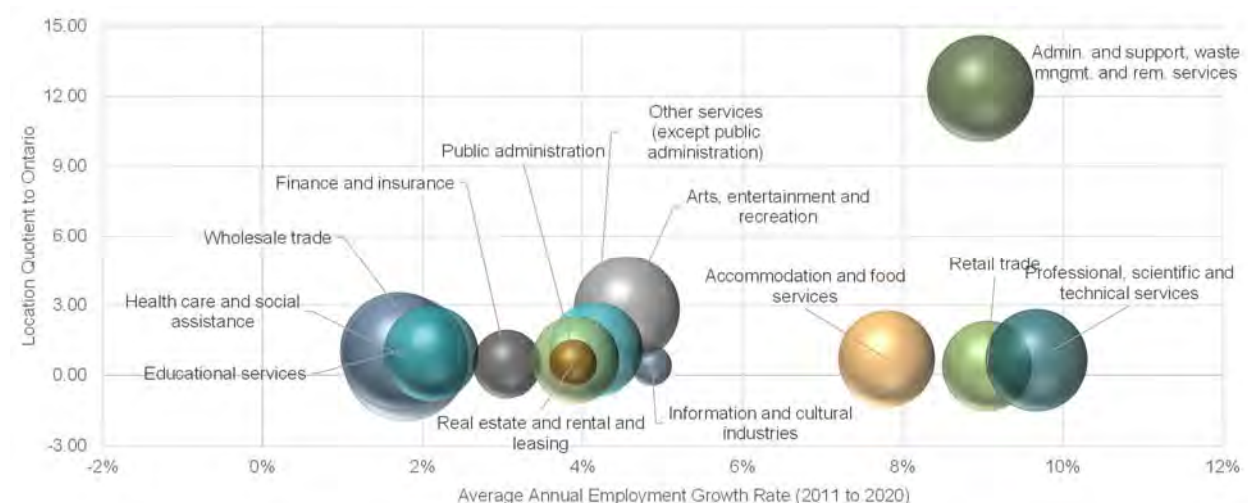
Figure 3-6  
Middlesex Centre  
Goods Producing Industry Cluster Size and Growth Matrix, 2011 to 2020



Note: Due to data unavailability, Mining, quarrying, and oil and gas extraction industry is not shown.  
Source: Derived from EMSI data by Watson & Associates Economists Ltd., 2021.



Figure 3-7  
Middlesex Centre  
Service Providing Industry Cluster Size and Growth Matrix, 2011 to 2020



Note: Due to data unavailability, Management of companies and enterprise industry is not shown.  
Source: Derived from EMSI data by Watson & Associates Economists Ltd., 2021.

## 3.4 Regional and Local Economic Growth Drivers and Disruptors

A broad range of considerations related to demographics, economics and socio-economics is anticipated to impact future population and employment growth trends throughout Middlesex Centre over the 2016 to 2046 planning horizon. These factors will not only affect the rate and magnitude of growth but will also influence the form, density and location of residential and non-residential development. These broad drivers and disruptive factors are briefly discussed below.

### 3.4.1 What Drives Population and Employment Growth?

As a starting point, it is important to recognize that future population and employment growth within Middlesex Centre is strongly correlated with the growth outlook and competitiveness of the economy within Middlesex Centre and the surrounding region – which in this case is largely represented by the economic region of London / Middlesex County. Potential employment opportunities within the economic region of London / Middlesex County commuter-shed represent the primary driver of net migration to this



area. An acceleration of work-at-home opportunities since the COVID-19 pandemic combined with competitive housing prices, particularly for ground-oriented housing forms, have continued to drive net migration to this area in recent years (refer to section 3.4.2).

The employment base within Middlesex Centre and the surrounding commuter-shed can be grouped into two broad categories – export-based sectors and community-based sectors; the latter primarily refers to local population serving employment. Export-based sectors are comprised of industries (i.e. economic clusters) producing goods that reach markets outside the community (agriculture and primary resources, manufacturing, research and development as well as other knowledge-based industries). Local industries also provide services to temporary and/or other residents of the Municipality not captured by Census data as part of the permanent population base such as hotels, restaurants, tourism-related sectors, colleges and universities, as well as businesses related to financial, professional, scientific and technical services.

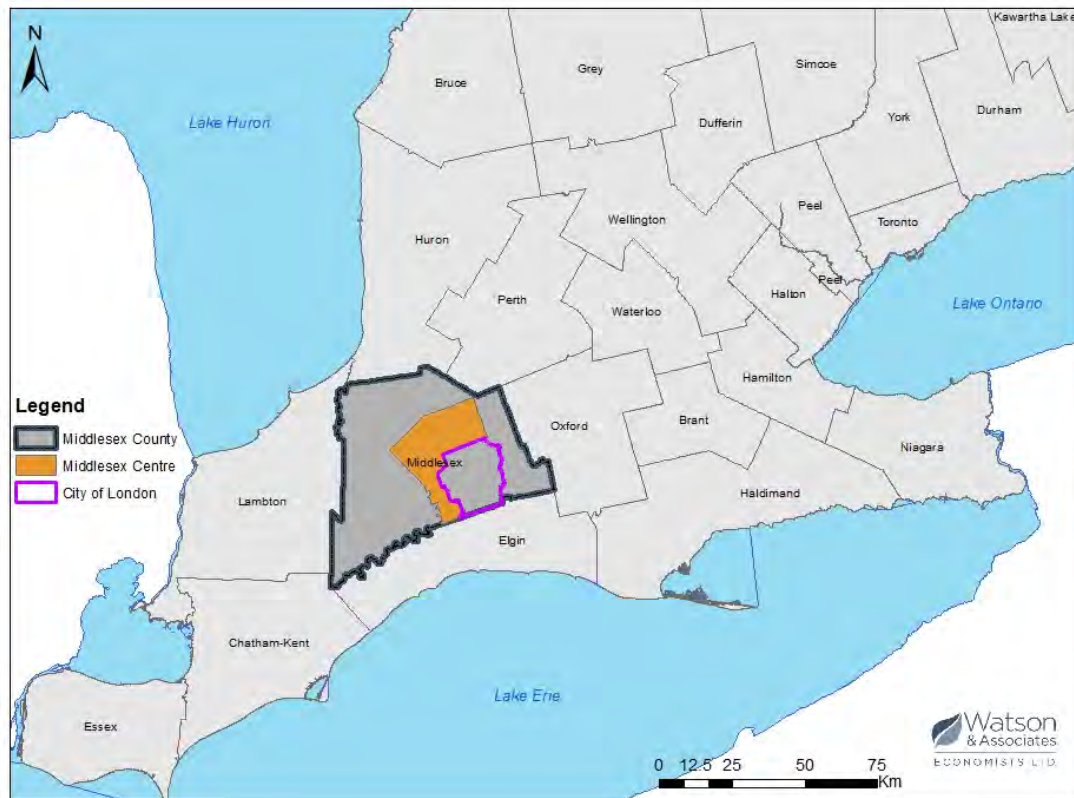
Economic growth in the regional export-based economy generates wealth and economic opportunities that, in turn, stimulate community-based or population-related employment sectors, including retail trade, accommodation and food and other service sectors. Economic development subsequently drives the need for labour force growth which is largely generated from positive net migration. Ultimately, population growth in Middlesex Centre within the 0-64 age group, similar to the Country as whole, will continue to be largely driven by net migration associated with the working age population and their dependents (i.e. children, spouses not in the labour force, others). On the other hand, population growth of the region's 65+ population will continue to be largely driven by the aging of the County's existing population and, to a lesser extent the attractiveness and affordability of the Municipality to existing and new seniors.

### **3.4.2 Outward Growth Pressure**

As previously mentioned, Middlesex Centre is one of the eight municipalities that form Middlesex County. Middlesex Centre is in southwestern Ontario, northwest of the City of London as shown in the map below.



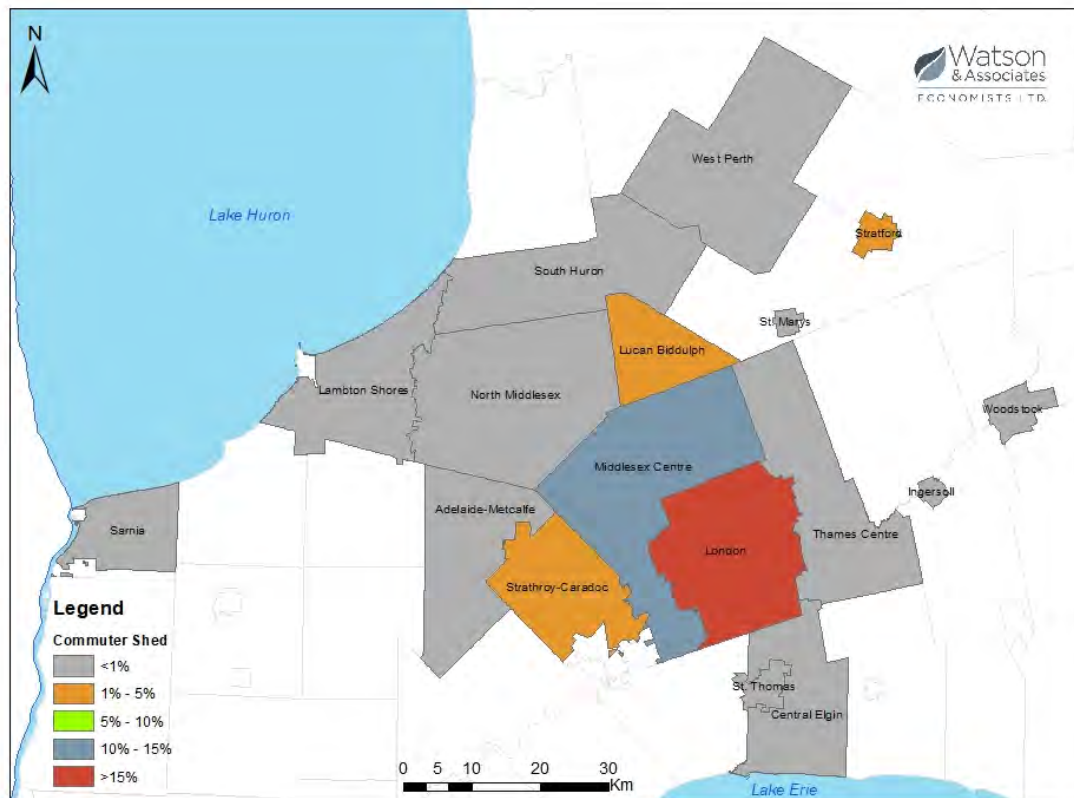
Figure 3-8  
Middlesex Centre within the Context of Middlesex County and the Surrounding Area



As displayed in Figure 3-9, over 90% of Middlesex Centre residents work within Middlesex County, while the rest commute outside the County for work. Within the County, the City of London is where the majority (72%) of Middlesex Centre residents work. As this surrounding commuter-shed grows, Middlesex Centre will continue to be a desirable location for these workers to live, leading to steady population growth in the County. For additional information about how commuting patterns have evolved since 2001, please refer to A.1.2 Commuting Trends, 2001 to 2016, located in Appendix A.



Figure 3-9  
Middlesex Centre Commuter-Shed, 2016



### 3.4.3 Attractiveness to the 55+ Age Group

Population growth of the 55+ age group across Ontario will continue to be a key driver of housing growth in Middlesex Centre over the next 30 years. For the Province of Ontario as a whole, the percentage of the 55+ age group to the total population is projected to increase from 30% in 2016 to 35% in 2046.<sup>[1]</sup> The source of net migration to Middlesex Centre in the 55+ age category will largely be from the City of London and to a lesser extent Waterloo Region and the G.T.H.A.

Future housing demand across Middlesex Centre generated by the 55+ age group is anticipated to remain strong over the next decade driven by the aging of the Baby Boom population. This will generate an increasing need to accommodate a growing number of seniors in housing forms that offer a variety of services ranging from

<sup>[1]</sup> Ministry of Finance, Summer 2019 Update, Table 6: Ontario Population Projections, 2016-2046, reference scenario.



independent living to assisted living and full-time care. On the other hand, a growing wave of new Middlesex Centre residents will be seeking housing opportunities that are geared towards active lifestyles and recreation.

It is important to recognize that the population base of the Municipality is older on average and aging at a slightly faster rate than the Province as a whole. More specifically, the percentage of Middlesex Centre's population in the 55+ age group is forecast to increase over the forecast period from 32% in 2016 to 35% in 2041 (refer to Chapter 5 for further details).

The aging of the population and declining population growth resulting from natural increase (i.e. births less deaths) is anticipated to place downward pressure on the rate of population and labour force growth within Middlesex Centre, and subsequently the regional labour force participation rate. Similar to the Province as a whole, Middlesex Centre will increasingly become more reliant on net migration as a source of population growth as a result of these demographic conditions. It is important to recognize these demographic trends, as they are anticipated to constrain the rate of population and economic growth expected across the Municipality over the next several decades.

It is also important to recognize that forecast population growth rates are not anticipated to be homogenous across Middlesex Centre's urban and rural areas. Throughout the Municipality's rural areas, population growth is anticipated to be slow, and in some cases negative, over the next several decades in areas that are experiencing limited new housing development. In certain cases, the aging population base is also anticipated to place increasing development pressures on Urban Settlement Areas (i.e. Komoka-Kilworth and Ilderton). The aging of the Municipality's population is also anticipated to drive the need for seniors' housing and other housing forms geared to older adults (e.g. assisted living, affordable housing, adult lifestyle housing) that are not available, or cannot be provided for, in the Municipality's Hamlets and the surrounding rural areas.

Given the diversity of the 55-74 and 75+ population age groups, forecast housing demand across the Municipality between these demographic groups is anticipated to vary considerably. Housing demand within the 55-74 age group is anticipated to be relatively strong for ground-oriented housing forms (i.e. single detached, semi-detached and townhouses) provided in locations that offer proximity to urban amenities, municipal services, and community infrastructure. With respect to the 75+ age group, the physical



and socio-economic characteristics of this age group (on average) are considerably different from those of younger seniors, empty nesters, and working adults with respect to income, mobility, and health. Typically, these characteristics represent a key driver behind the increased propensity of the 75+ population age group for medium- and high-density housing forms (including seniors' housing) that are in proximity to health care services as well as other community facilities that typically attract this age group.

### **3.4.4 Attracting Millennials and Future Generations**

Future housing needs in Middlesex Centre will be increasingly impacted by the Millennial generation. While there is no standard age group associated with the Millennial generation, persons born between 1980 and 1992 best fit the definition of this age group. Millennials represent a large age cohort in Canada, rivaling the Baby Boomer generation in terms of size, and impacts on the real estate market and labour force base. As of 2016, Millennials accounted for approximately 10% of Middlesex Centre's population, lower than the Ontario provincial average of 17%.<sup>[1]</sup>

Home ownership is considered important for the majority of Millennials. A recent Royal LePage study found that nearly half the Canadians aged 25-35 owned their home, and that 68% who currently are not homeowners planned to purchase a home in the next five years, with 72% being confident in their financial outlook. Nearly two-thirds of this age group who are employed or seeking employment feel the ability to work remotely for an employer is important, and approximately half said this has increased their likeliness to move further from their place of work. In total, nearly two in five are considering a move to a less-dense area due to the COVID-19 pandemic, while approximately half said COVID-19 did not impact their desire to move into less-dense areas. Given an option, 45% indicated they would prefer living in a city, while 47% said they would choose small town or country living. The most attractive features of living in a city were walkability (21%) and access to events, attractions and other entertainment options (21%), followed by diversity of people and cultures (18%), and more employment opportunities (17%). The top reasons for wanting to move to a less-dense area included access to more outdoor space (62%) and lower home prices (61%), followed by the affordability of larger properties (51%).

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<sup>[1]</sup> Statistics Canada, Census 2016, population by age.



Much of this demand for future home ownership appears to be the desire for additional floor space and a yard, in many cases to accommodate a growing family. Anticipated housing demand by the Millennial population is anticipated to drive future housing needs across Middlesex Centre, largely in Urban Settlement Areas, which provide options for first-time homebuyers as well as “move-up” buyers with growing families. With this in mind, housing demand is anticipated to be particularly strong for medium-density development – such as townhouses, back-to-back townhouses, stacked townhouses and higher density development such as low-rise apartments, as well as single and semi-detached dwellings.

Generation Z, the cohort which directly follows the Millennial Generation, is now entering the real estate and labour market. Demographers and researchers typically use the mid-1990s to mid-2000s as starting birth years to describe the Generation Z cohort. For the purposes of this study, we have assumed that those born between 1993 and 2005 (16-28 years of age as of 2021) comprise Generation Z. As of 2016, this population represented 17% of Middlesex Centre’s population base; however, at that time, this population base was primarily a youth population base (11 to 23 years of age) and not a major component of the housing market. By 2046, Generation Z is forecast to comprise 18% of total population growth within Middlesex Centre. Over the next several decades, Generation Z is also anticipated to place increased demand on low, medium- and high-density ownership and rental housing.

It is also important to recognize the impact of Millennials and Generation Z on the nature of future employment growth, which will be increasingly driven by the knowledge-based economy. Compared to older age groups, Millennials and Generation Z have a higher average level of education attainment in Canada compared to older age groups. Millennials are considered the most educated generation; nearly 70% of Millennials have a post-secondary certificate, diploma and degree compared to the previous generation, Generation X at approximately 55%. This bodes well in accommodating labour within the knowledge-based economy; however, it has posed a challenge in accommodating employment in other sectors of the economy, including unskilled employment, as a greater share of the Baby Boomer generation enters retirement. Generation Z will continue to serve as a catalyst for both growth and change related to future office, retail, institutional and industrial developments across Middlesex Centre. The extent to which Middlesex Centre can capitalize on potential demand from these demographic groups is subject to a number of economic and socio-



economic variables (e.g. relative housing costs/affordability, local and regional employment opportunities, broadband infrastructure, lifestyle preferences, local amenities, community services and perceived quality of life).

### **3.4.5 Regional Economic Opportunities**

Middlesex Centre is characterized by a blend of vibrant urban communities, rural settlement areas and rural countryside. The existing employment base is concentrated in a diverse range of goods-producing and services-producing sectors such as small-, medium- and large-scale manufacturing, wholesale trade, government and education, business services, information technology, research and innovation, accommodation and food services, agriculture, and tourism.

The employment base is also highly concentrated in the “creative class” economy. People engaged in arts, culture, and tourism form a large part of the foundation which creates the “quality of place” of Middlesex Centre’s urban centres and surrounding rural countryside. According to recent data sources, the arts, culture, and tourism sector has grown by 56% between 2001 and 2020 in terms of employment. The economic base is also highly oriented towards small businesses and home-based occupations. A more detailed discussion regarding the Municipality’s long-term employment outlook and the implications on planning for Urban Settlement Areas and Community Settlement Areas is provided in Chapters 6.

As previously identified, regional employment growth opportunities represent the primary driver of labour force growth, net migration and ultimately long-term population growth within Middlesex Centre. The Municipality’s labour force base grew by 1,695 persons or 1.3% annually between 2001 and 2016. During the same historical time period, the County’s labour force participation rate declined from 68% to 64% between 2001 and 2016, largely due to the aging of the labour force. Looking forward, the County’s labour force participation rate is anticipated to further decline as the Baby Boomer generation continues to age. It is important to recognize that the County’s aging population and labour force will place downward pressure on long-term labour force growth potential within the Municipality of Middlesex Centre, which further emphasizes the need to plan for steady migration, particularly geared to the working-age population.



Notwithstanding the past and potential success of the regional employment market, international competition for business development and investment is becoming increasingly competitive in today's "new economy." The Municipality of Middlesex Centre is located within proximity to a number of large urban/suburban municipalities with which it competes directly for business attraction and investment. All these municipalities generally offer regional attributes which largely appeal to prospective international and local firms as well as new residents. As such, the Municipality of Middlesex Centre will need to continue to position itself as a hub for innovation to capitalize on the human capital that currently exists within the broader regional economy while encouraging ongoing entrepreneurship, small business development and investment retention.

### **3.4.6 Quality of Life**

Quality of life is a key factor influencing the residential location decisions of individuals and their families. It is also a factor considered by companies in relocation decisions. Typically, quality of life encompasses several sub-factors such as employment opportunities, cost of living, housing affordability, crime levels, quality of schools, transportation, recreational opportunities, climate, arts and culture, entertainment, amenities and population diversity. The importance of such factors, however, will vary considerably depending on life stage and individual preferences.

Middlesex Centre offers opportunities for "small-town" living with access to shopping and urban amenities, arts and culture, recreation and the rural countryside. Attraction efforts must also be linked to housing accommodation (both ownership and rental), municipal services and infrastructure, as well as quality of life attributes that appeal to the younger mobile population, while not detracting from the Municipality's attractiveness to older population segments. The Centre's urban and rural character offers a high quality of life which is expected to drive net migration from a broad range of demographic groups including the 55-74 age group (i.e. Baby Boomers and younger seniors) and the remaining adult population age groups.

## **3.5 Population Trends**

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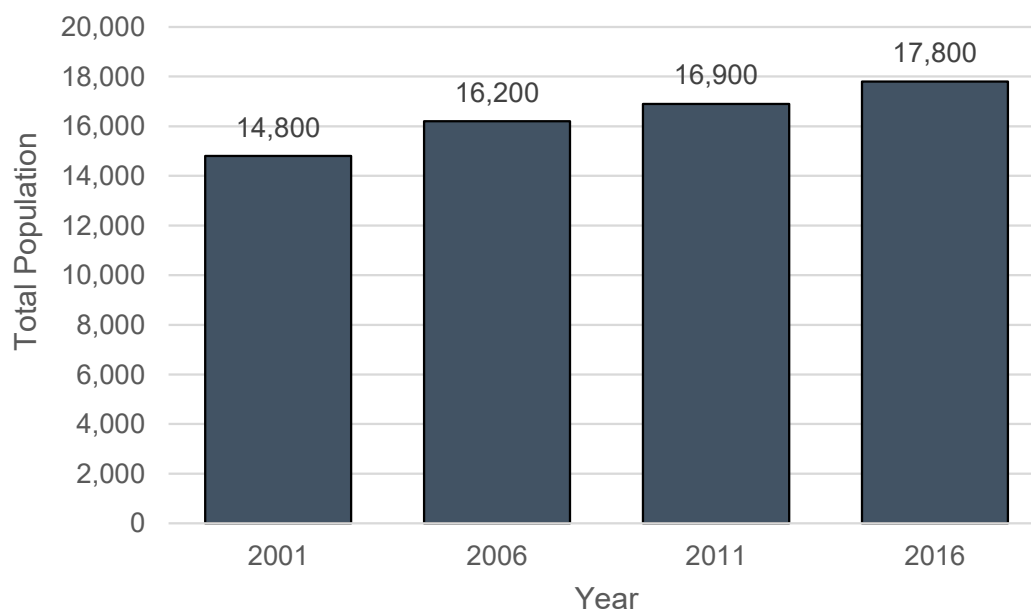
Figure 3-10 summarizes historical permanent population trends for the Municipality of Middlesex Centre over a 15-year period from 2001 to 2016. During this historical time period, Middlesex Centre's population increased from 14,800 in 2001 to 17,800 in 2016,

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an increase of 3,000 people or an annual increase rate of approximately 1.2%. Comparatively, the population base for the Province of Ontario grew at an average rate of 1.0% annually during the same time period.

Figure 3-10  
Municipality of Middlesex Centre  
Historical Total Population, 2001 to 2016



Note: Population figures include a net Census undercount of approximately 3.5%. Population figures have been rounded.  
Source: Derived from Statistics Canada Demography Division by Watson & Associates Economists Ltd., 2021.

Demographic trends strongly influence both housing need and form. Across Ontario the population is getting older on average, due to the aging of the Baby Boomers.<sup>[1]</sup> The first wave of this demographic group turned 70 years of age in 2016.

Figure 3-11 summarizes historical trends in permanent population structure by major age group over the 2001 to 2016 period for the Municipality of Middlesex Centre. As illustrated, the share of population in the 55+ age cohort steadily increased from 25% in 2001 to 36% in 2016.

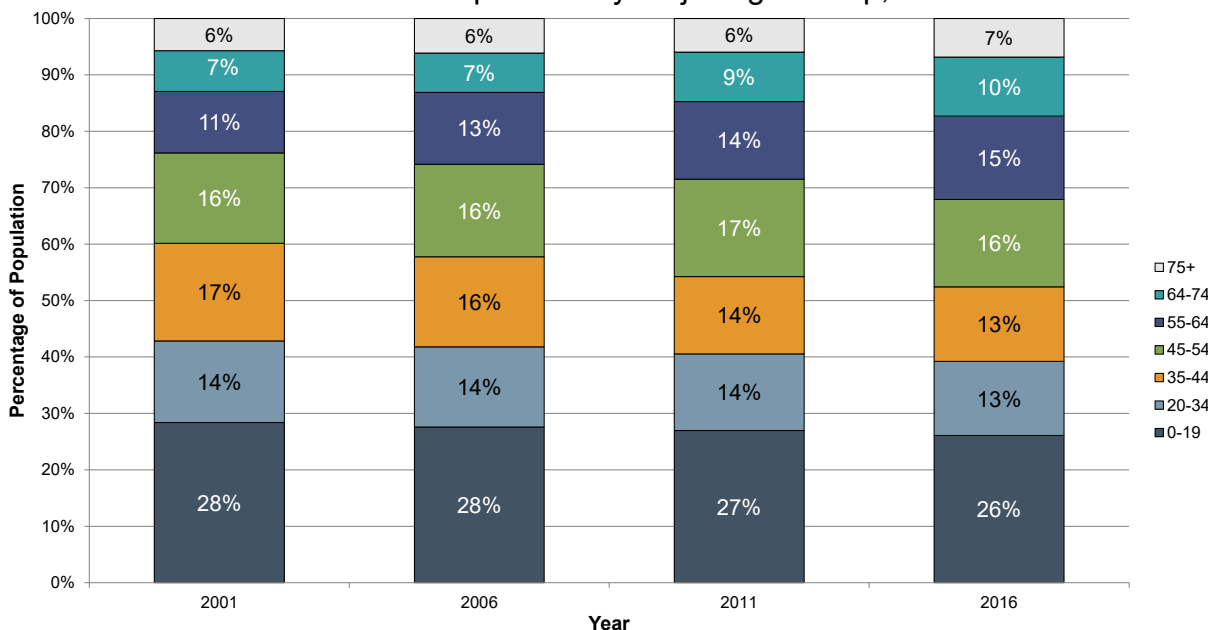
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<sup>[1]</sup> Baby Boomers are generally defined as people born between 1946 and 1964.



In contrast to the 55+ population age group, the population share of the 0 to 19 age group declined from 27% in 2001 to 22% in 2016. Similarly, the share of the 35 to 54 age group steadily declined from 30% in 2001 to 25% in 2016. Lastly, the population share of the young adult population age group (20 to 34) has been relatively stable since 2001.

Figure 3-11  
Municipality of Middlesex Centre  
Historical Permanent Population by Major Age Group, 2001 to 2016



Note: Population includes net Census undercount estimated at approximately 3.5%.

Source: Population by age derived from 2001 to 2016 Statistics Canada Census by Watson & Associates Economists Ltd., 2021.

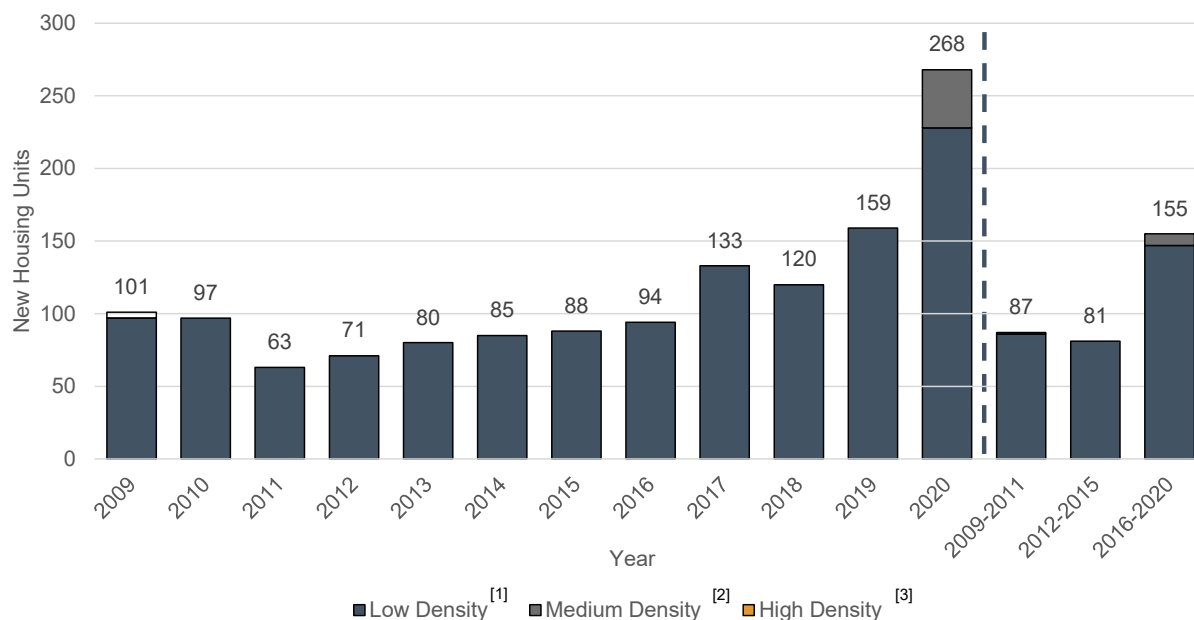
## 3.6 Household Trends

### 3.6.1 Residential Development Activity

Figure 3-12 summarizes trends in historical residential building permit activity (new units only) for the Municipality of Middlesex Centre during the 2009 to 2020 period. Over this 12-year period Middlesex Centre averaged 113 new residential units annually. Between 2009 and 2011, annual building permits averaged 87 units, while in the following period between 2012 and 2015, annual building permits slightly fell to 81 units. The most recent period (i.e. 2016 to 2020), annual building permits have averaged 155 units, almost doubling the annual average from the previous period.



Figure 3-12  
Municipality of Middlesex Centre  
Historical Residential Building Permit, 2009 to 2020



[1] Includes singles and semi-detached units.

[2] Includes townhouses and apartments in duplexes.

[3] Includes bachelor, 1-bedroom, and 2-bedroom+ apartments.

Source: Data provided by Municipality of Middlesex Centre by Watson & Associates Economists Ltd., 2021.

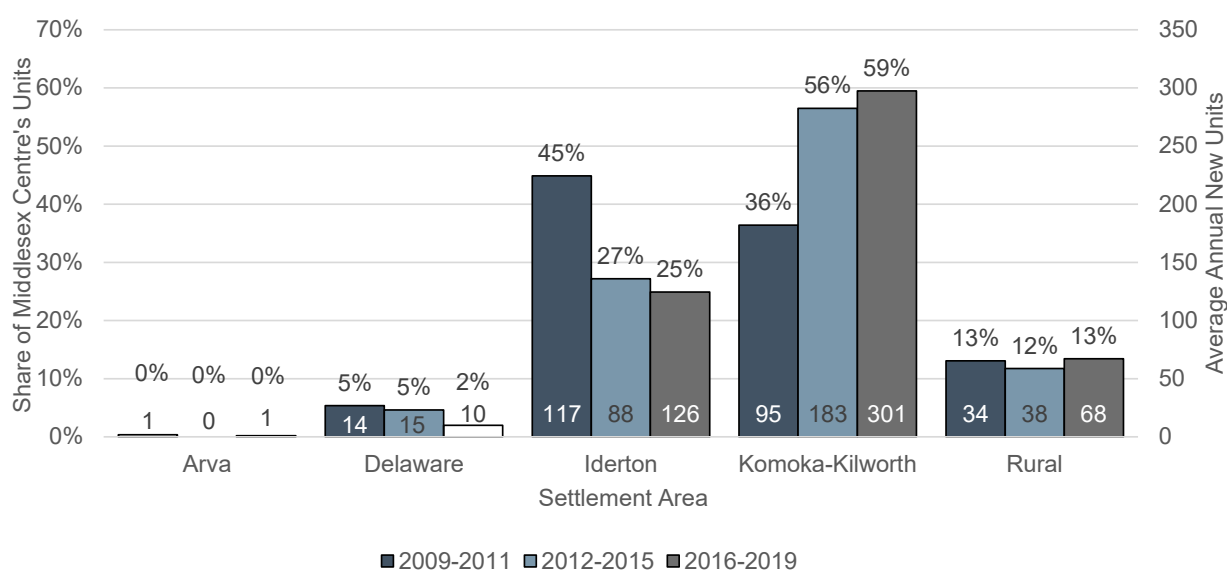
Over the 12-year period, majority of the new development has occurred in Komoka-Kilworth. In the most recent period, between 2016 and 2019, Komoka-Kilworth accounted for 59% of the total development in Middlesex Centre, which accounted for little over 300 new units over the 4-year period. Following Komoka-Kilworth, Ilderton accounted for 25% of the total development in Middlesex Centre, with 126 new units. Both Community Settlement Areas, Arva and Delaware combined accounted for 2% of the Municipality’s overall development. The remaining rural areas has remained consistent over the 12-year period, stabilizing at 13% of the Municipality’s overall development.

Figure 3-13 illustrates historical building permit activity by Settlement Area from 2009 to 2020. Over the 12-year period, majority of the new development has occurred in Komoka-Kilworth. In the most recent period, between 2016 and 2019, Komoka-Kilworth accounted for 59% of the total development in Middlesex Centre, which accounted for



little over 300 new units over the 4-year period. Following Komoka-Kilworth, Ilderton accounted for 25% of the total development in Middlesex Centre, with 126 new units. Both Community Settlement Areas, Arva and Delaware combined accounted for 2% of the Municipality’s overall development. The remaining rural areas has remained consistent over the 12-year period, stabilizing at 13% of the Municipality’s overall development.

Figure 3-13  
Municipality of Middlesex Centre  
Number of Units Developed by Settlement Area, 2009 to 2020



Source: Building permits from the Municipality of Middlesex Centre summarized by Watson & Associates Economists Ltd., 2021.

### 3.7 Observations

With an estimated 2021 population base of 20,100, the Municipality of Middlesex Centre is the second most populated municipality in Middlesex County (following Strathroy-Caradoc), representing approximately 25% of the County’s 2021 population base.<sup>[1]</sup> Over the most recent three Census periods from 2001 to 2016, the Municipality of Middlesex Centre population base grew at an average annual rate of 1.2%, or

[1] 2021 and forecast population figures for the Municipality of Middlesex Centre are upwardly adjusted for the net Census undercount, which is estimated at 3.5%.



approximately 200 people per year. In comparison, Middlesex County grew at an average annual rate of 0.8%, over the same time period. From 2001 to 2016, the Municipality's housing base grew at an annual average rate of 1.6%, or 84 units per year. More recently, residential building permit activity (new units only) between 2016 to 2020 has gained momentum relative to previous periods, averaging 155 new units a year. For the Municipality of Middlesex County and more broadly across most areas of Southwestern Ontario (in particular, smaller urban and rural communities) the COVID-19 pandemic has acted as a near-term driver of housing demand, led by increased opportunities for remote work and the reconsideration by some Ontario residents to trade "city lifestyles" for "smaller town living." It is recognized, however, that the longer-term population and employment growth potential for this area will be heavily dependent on sustained economic growth potential of the broader economic region. As such, it is important not to overstate the near-term impacts of COVID-19 on housing demand in Middlesex Centre and Middlesex County over the long term.

As of 2016, almost a third of the population in Middlesex Centre is older than 55. Over the forecast period, the Municipality's population base is expected to continue to steadily age. Most notably, the percentage of population in the 75+ age group (older seniors) is forecast to steadily increase over the forecast period from 7% in 2016 to 11% in 2046. Looking forward, this growing older population segment is anticipated to be a key driver of higher-density forms of housing growth in Middlesex Centre as this group will require a range housing forms of housing such as low-rise apartments, secondary suites and senior's residences. The Municipality of Middlesex Centre is also anticipated to accommodate young adults and new families seeking competitively priced home ownership and rental opportunities across a range of low-, medium- and high-density housing forms. Accordingly, opportunities should be explored to provide a mix of future housing across a range of density types to accommodate all age groups and income levels (including affordable housing options).

With respect to jobs, Middlesex Centre has an estimated employment base of approximately 6,600 as of 2021. Over the past decade, employment growth has been particularly strong in knowledge-based sectors such as professional, scientific and technical services, information and cultural industries, and educational services which have experienced notable increases in jobs. Looking forward, it is expected that these knowledge-based sectors will continue to represent a key component of future job growth within the Municipality's Village Centres and Employment Areas.



## 4. Housing and Employment Land Supply Analysis

### 4.1 Residential Housing Supply

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To determine the Municipality's capacity to accommodate future housing growth, a residential supply inventory was prepared. This inventory includes vacant residential units in the form of registered subdivisions (remaining to be built), subdivisions that are draft approved, and applications currently undergoing review. In addition, potential units can be accommodated through residential intensification in Urban Settlement Areas. Development opportunities in these settlement areas primarily exist in the form of infill and longer-term redevelopment opportunities. The Municipality also has vacant designated residential lands which are not currently active in development plans (i.e. greenfield lands within the settlement boundary) that can accommodate future housing growth. Housing supply opportunities across the development approvals process, intensification and redevelopment, as well as potential greenfield development are discussed in the following sections. Detailed tables regarding the Municipality's residential supply can be found in Appendix B.

#### ***4.1.1 Residential Supply in the Development Approvals Process***

As of September 2020, approximately 4,476 units were identified within the development approvals process (registered unbuilt, draft approved, and currently under review) across the Municipality's settlement areas. Figure 4-1 summarizes the Municipality's potential urban housing supply by development status. Figure 4-2 summarizes the residential housing supply by land area. Key observations include:

- The Urban Settlement Areas (Ilderton and Komoka-Kilworth) account for 76% of the total residential housing supply in Middlesex Centre. More specifically, the majority of the residential supply in the development approvals process is located in Komoka-Kilworth, accounting for almost half the Municipality's entire residential inventory;
- The two Community Settlement Areas (Arva and Delaware) account for 9% of Middlesex Centre's total housing supply, while the remaining 15% is located in Hamlets or remaining rural areas;



- The Municipality's housing supply is heavily geared towards low-density<sup>[1]</sup> housing, accounting for 64% of the overall supply, while medium density<sup>[2]</sup> accounts for 20%, and high-density<sup>[3]</sup> accounts for the remaining 16%;
- The majority of the identified housing supply is classified as proposed (33%) or located on vacant designated residential lands, which currently are not associated with active development plans (26%). There are approximately 2,150 units (29% of the total housing supply) classified as draft approved or registered but unbuilt; and
- Middlesex Centre has approximately 234 net ha (578 net acres) of developable residential land in its urban areas (i.e. Komoka-Kilworth, Ilderton, Delaware, and Arva).

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[1] Includes single and semi-detached units.

[2] Includes townhouses and apartments in duplexes.

[3] Includes bachelor, 1-bedroom, 2-bedroom+ apartment units.



Figure 4-1  
Middlesex Centre  
Total Housing Potential

Stage of Development	Total Housing Potential			Total	Share of Middlesex Centre Total
	Low Density <sup>[1]</sup>	Medium Density <sup>[2]</sup>	High Density <sup>[3]</sup>		
<b>Arva</b>					
Registered Unbuilt	0	0	0	0	0%
Draft Approved	0	0	0	0	0%
Proposed	154	44	18	216	3%
Vacant Residential Land	9	2	0	11	0%
Residential Intensification	0	0	0	0	0%
<b>Arva Total</b>	<b>163</b>	<b>46</b>	<b>18</b>	<b>227</b>	<b>3%</b>
<b>Arva Share</b>	<b>72%</b>	<b>20%</b>	<b>8%</b>	<b>100%</b>	
<b>Delaware</b>					
Registered Unbuilt	6	0	0	6	0%
Draft Approved	27	0	0	27	0%
Proposed	37	0	0	37	1%
Vacant Residential Land	193	124	0	317	4%
Residential Intensification	0	0	11	11	0%
<b>Delaware Total</b>	<b>263</b>	<b>124</b>	<b>11</b>	<b>398</b>	<b>6%</b>
<b>Delaware Share</b>	<b>66%</b>	<b>31%</b>	<b>3%</b>	<b>100%</b>	
<b>Ilderton</b>					
Registered Unbuilt	0	0	0	0	0%
Draft Approved	533	26	0	559	8%
Proposed	62	152	0	214	3%
Vacant Residential Land	1	1	0	2	0%
Residential Intensification	0	0	61	61	1%
<b>Ilderton Total</b>	<b>596</b>	<b>179</b>	<b>61</b>	<b>836</b>	<b>12%</b>
<b>Ilderton Share</b>	<b>71%</b>	<b>21%</b>	<b>7%</b>	<b>100%</b>	
<b>Komoka-Kilworth</b>					
Registered Unbuilt	100	0	0	100	1%
Draft Approved	711	656	79	1,446	20%
Proposed	1,371	259	205	1,835	26%
Vacant Residential Land	282	202	66	550	8%
Residential Intensification	0	0	699	699	10%
<b>Komoka-Kilworth Total</b>	<b>2,464</b>	<b>1,117</b>	<b>1,049</b>	<b>4,630</b>	<b>65%</b>
<b>Komoka-Kilworth Share</b>	<b>53%</b>	<b>24%</b>	<b>23%</b>	<b>100%</b>	
<b>Hamlets</b>					
Registered Unbuilt	0	0	0	0	0%
Draft Approved	13	0	0	13	0%
Proposed	23	0	0	23	0%
Vacant Residential Land	1,043	0	0	1,043	15%
<b>Rural Area Total</b>	<b>1,079</b>	<b>0</b>	<b>0</b>	<b>1,079</b>	<b>15%</b>
<b>Rural Area Share</b>	<b>100%</b>	<b>0%</b>	<b>0%</b>	<b>100%</b>	
<b>Middlesex Centre Total</b>					
Registered Unbuilt	106	0	0	106	1%
Draft Approved	1,284	682	79	2,045	29%
Proposed	1,647	455	223	2,325	32%
Vacant Residential Land	1,528	329	66	1,923	27%
Residential Intensification	0	0	770	770	11%
<b>Municipal-Wide Total</b>	<b>4,565</b>	<b>1,466</b>	<b>1,138</b>	<b>7,169</b>	<b>100%</b>
<b>Municipal-Wide Share</b>	<b>64%</b>	<b>20%</b>	<b>16%</b>	<b>100%</b>	

[1] Includes singles and semi-detached units.

[2] Includes townhouses and apartments in duplexes.

[3] Includes bachelor, 1-bedroom, and 2-bedroom+ apartments.

Source: Data as of September 2020 from Middlesex Centre by Watson & Associates Economists Ltd., 2021.



Figure 4-2  
Middlesex Centre  
Total Housing Supply

Stage of Development		Gross Land Area, <sup>[1]</sup> ha	Net Land Area, <sup>[2]</sup> ha
Active Residential Development Applications	A	321.2	241.1
Deduct, Building Permits Issued, Sept to Dec 2020	B	39.8	24.0
Updated Active Residential Development Applications	$C = A - B$	281.5	217.1
Residential Intensification Potential	D	27.4	14.8
Vacant Designated Residential Lands	E	84.9	43.3
<b>Total Residential Supply</b>	$F = C + D + E$	393.7	275.2
Total Residential Supply Less Land Vacancy <sup>[3]</sup>	$G = F - 15\%$	15%	233.9

<sup>[1]</sup> Includes environmental features.

<sup>[2]</sup> Excludes environmental features and lands not available for residential development.

<sup>[3]</sup> Long-term land vacancy represents sites that are unlikely to development over the long term due to odd/small lot sizes and poor configuration, physical constraints and site inactivity/land banking, which may tie up potentially vacant and developable lands.

Source: Residential development applications, vacant designated residential supply provided by the Municipality of Middlesex Centre, presented by Watson & Associates Economists Ltd., 2021.

It is important to note that an adjustment for long-term residential land vacancy has been applied to the overall housing supply, as shown in Figure 4-2. This residential land vacancy represents sites that are unlikely to development over the long term (i.e. 2021 to 2046) due to odd/small lot sizes and poor configuration, development constraints and site inactivity/land banking, which may tie up potentially vacant, developable lands. For the purposes of this analysis, an estimate of approximately 15% long-term vacancy has been assumed.

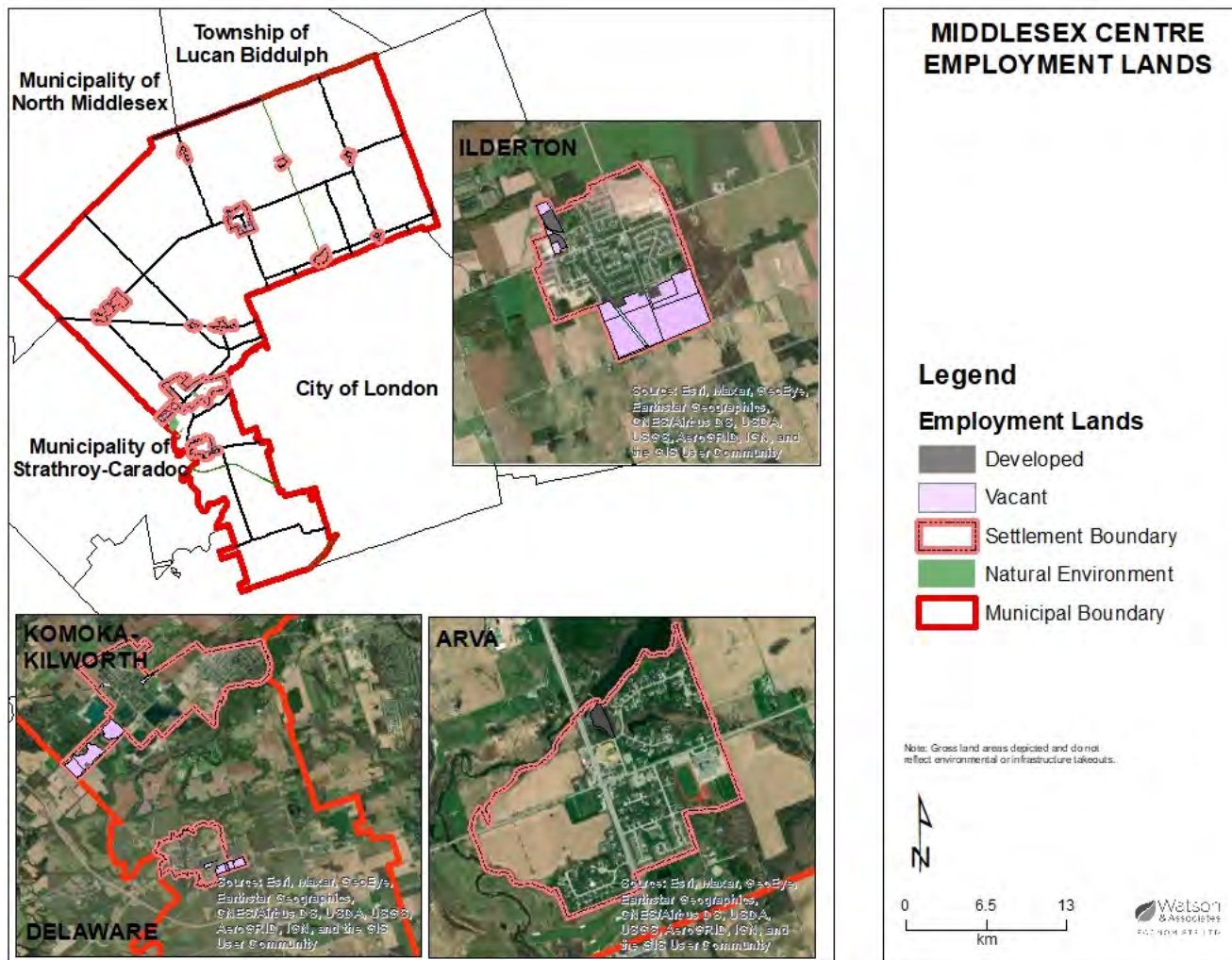
## 4.2 Employment Land Supply

### 4.2.1 Gross Vacant Employment Land Supply

The Municipality of Middlesex Centre consists of 177 gross ha of vacant developable lands within designated Employment Areas. A significant amount of these designated Employment Areas can be found in the Urban Settlement and Community Settlement Areas under the Settlement Employment land designation as identified in Figure 4-3.



Figure 4-3  
Municipality of Middlesex Centre  
Employment Lands

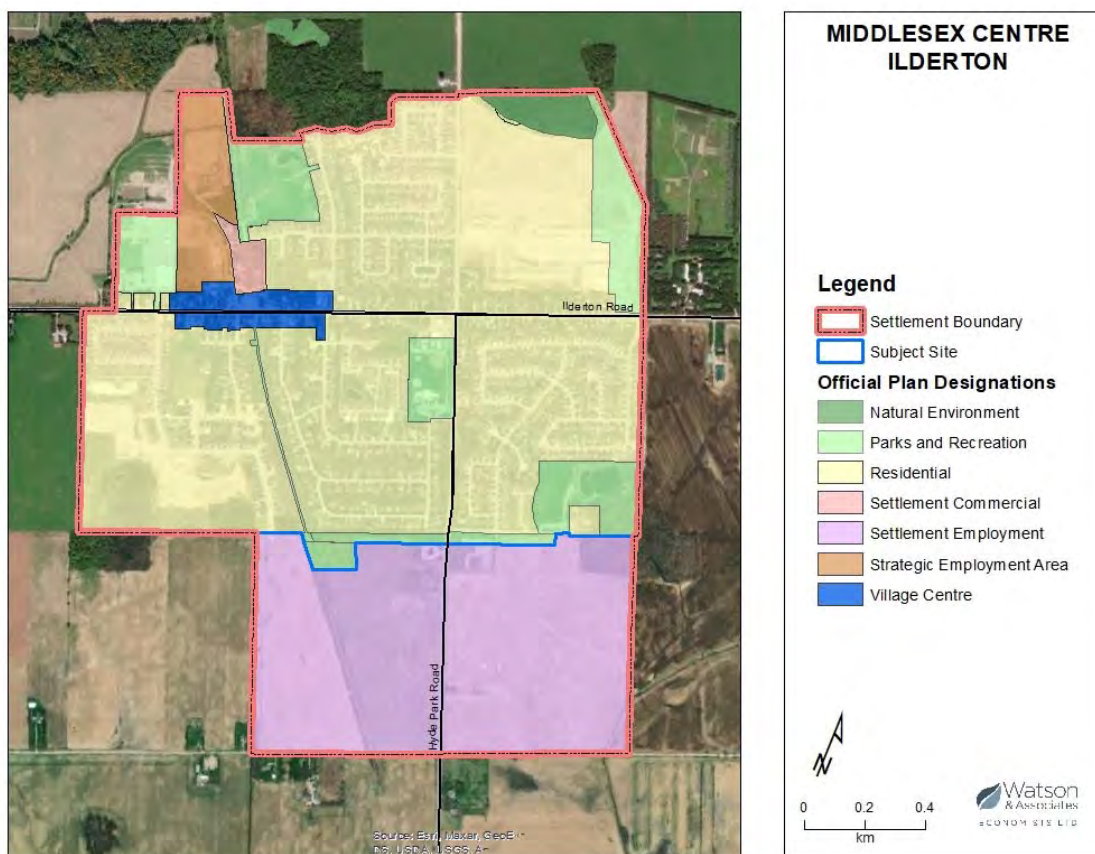




### 4.2.2 Net Vacant Employment Land Supply

Upon further evaluating the vacant employment land supply, the vacant employment lands (approximately 82 gross hectares or 203 gross acres) located in the southern part of Ilderton have been excluded from the Municipality’s overall employment land supply as shown in Figure 4-4. The timing and nature of development of these lands, which are owned by Western University, is uncertain. As such, they have the potential to limit near-term employment opportunities for Middlesex Centre, more specifically Ilderton. It is recommended that these lands be considered as a Special Policy Area (S.P.A.) for institutional and research-related uses, which is further dicused in Chapter 8.

Figure 4-4  
Municipality of Middlesex Centre  
Ilderton – Settlement Employment Land Supply

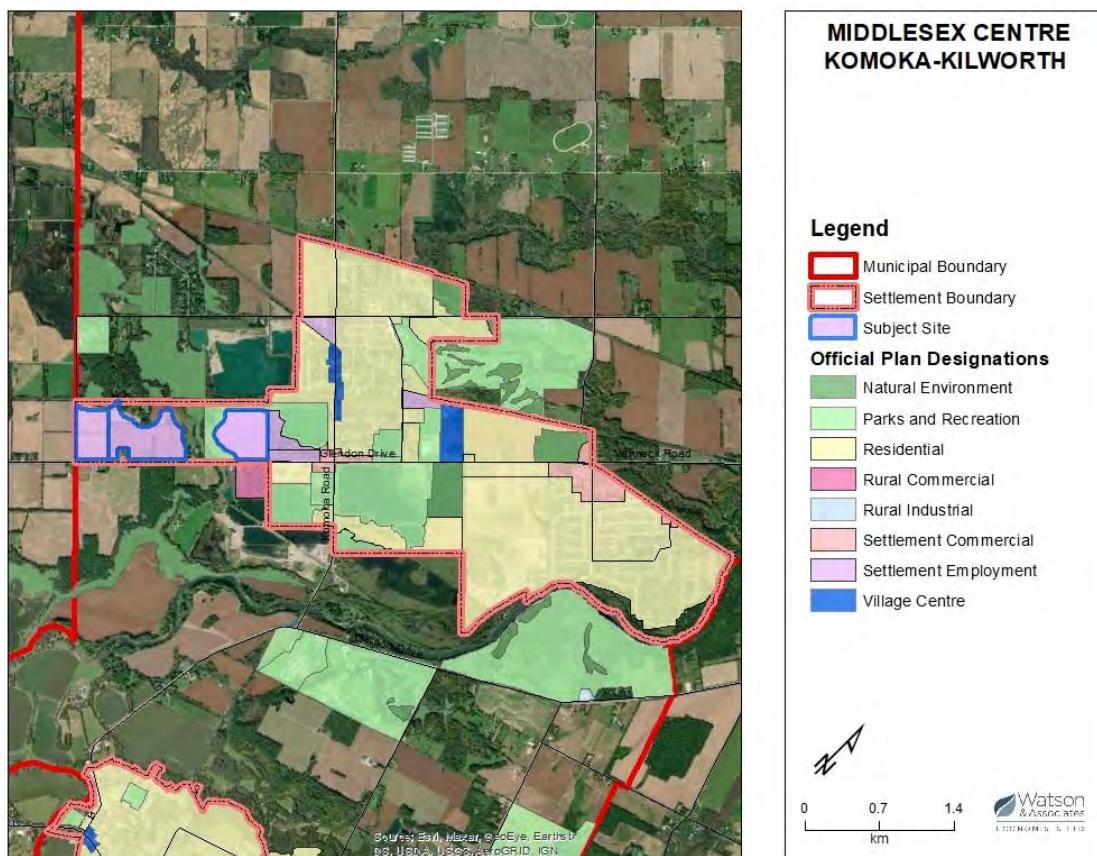


Similarly, the vacant employment lands in Komoka-Kilworth (see figure Figure 4-5), which are approximately 62 gross hectares (or 153 gross acres) in area, have been



excluded from the Municipality’s overall vacant employment land supply inventory. Outlined in the Municipality’s O.P., there is an aggregate overlay that intersects a portion of these lands.<sup>[1]</sup> At this time, consideration is being given to extend the aggregate overlay to include the vacant employment lands in Komoka-Kilworth. As a result, these employment lands have been removed from the employment lands inventory given their uncertainty for industrial development.

Figure 4-5  
Municipality of Middlesex Centre  
Komoka-Kilworth – Settlement Employment Land Supply



[1] Refer to Schedule A-2: Komoka-Kilworth Urban Settlement Boundary & Secondary Plan. Municipality of Middlesex Centre Official Plan (2018).



Figure 4-6 summarizes the vacant Settlement Employment land supply in Middlesex Centre. Of the total gross supply of designated lands identified herein, approximately 8% (15 ha) is considered available and developable after adjusting for environmental and servicing constraints, internal infrastructure (e.g. local roads, stormwater management facilities, local environmental features, open-space, etc.) as well as long-term land vacancy. The adjustment for long-term employment land vacancy represents sites that are unlikely to development over the long term (i.e. 2021 to 2046) due to odd/small lot sizes and poor configuration, underutilized employment sites and site inactivity/land banking, which may tie up potentially vacant and developable lands. Long-term land vacancy is a common characteristic that is experienced in industrial areas throughout Middlesex County, the Province and beyond. For the purposes of this analysis, an estimate of approximately 15% long-term vacancy has been assumed.



Figure 4-6  
Municipality of Middlesex Centre  
Settlement Employment Land Supply (Hectares)

Area	Total Gross Vacant Settlement Employment Land (ha) (A)	Environmental Constraints Adjustment (ha) (B)	Adjustments for Roads and Other Internal Infrastructure (ha) <sup>[1]</sup> (C)	Net Developable Vacant Settlement Employment Lands (ha) D = A - (B+C)	Net Developable Vacant Settlement Employment Lands Supply Adjusted for Land Vacancy (ha) E = D x 0.85	Share of Vacant Settlement Employment Lands (ha)
Ilderton	3	0	0	3	3	19%
Komoka-Kilworth	5	0	0	5	4	27%
<b>Urban Settlement Area</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>7</b>	<b>46%</b>
Arva	0	0	0	0	0	0%
Delaware	14	0	5	9	8	54%
<b>Community Settlement Area</b>	<b>14</b>	<b>0</b>	<b>5</b>	<b>9</b>	<b>8</b>	<b>54%</b>
<b>Municipality of Middlesex Centre</b>	<b>22</b>	<b>0</b>	<b>5</b>	<b>17</b>	<b>15</b>	<b>100%</b>

<sup>[1]</sup> Assumes 25% of the vacant land area net environmental features is required for roads and other internal infrastructure.

Note: 15% long-term vacancy has been used. Numbers may not add due to rounding.

Source: Data as of September 2020 from Middlesex Centre by Watson & Associates Economists Ltd., 2021.



### **4.2.3 Developed Employment Lands Supply**

While there are no existing industrial/business parks located in Municipality of Middlesex Centre, industrial development is primarily located in Komoka-Kilworth, and Ilderton. Below is a description of existing industrial areas.

#### **Komoka-Kilworth**

Existing industrial development in Komoka-Kilworth is located along the Canadian National Railway (C.N.R.) line. There are a few small industrial businesses located between Oxbow Drive and Komoka Road, with the largest industrial employers (Masterfeed and Hoskin Feed & County Store) in this area located between Railway Avenue and Tunks Lane. Masterfeed provides animal feeds for livestock and poultry producers while next door Hoskin Feed & County Store is a retailer of the animal feed product.

#### **Ilderton**

As previously noted, the majority of the Municipality's vacant employment land supply is located at the southern portion of the Ilderton Settlement Area, however, existing industrial uses are rather sparse and primarily located along King Street. The largest industrial employer in this area is Pacer Building Components located on 10 ha (24 acres), which specializes in designing and manufacturing engineered floor joists, floor and wall panels, as well as roof trusses.

#### **Delaware**

In Delaware existing industrial uses are located along Longwood Road/County Road 2. The types of businesses located along this road include metal fabrication, site preparation contractors, and farming machinery wholesaler. While there is no direct highway exposure, industrial businesses in Delaware can take advantage of the fact that Longwood Road is less than a 5 minute drive to Highway 402.

### **4.2.4 Summary of Employment Land Supply**

As identified in the Economic Diversification paper, a key economic challenge for Middlesex Centre is the limited availability of large vacant industrial sites (greater than 10 ha) with direct access and exposure to Highway 401 and/or Highway 402. While a portion of the Municipality's vacant employment sites are larger than 10 ha, they are



primarily located in the Urban Settlement Area of Ilderton, which does not offer proximity to a 400-series highway (located approximately a 30-minute drive from access to Highways 401 and 402). As previously noted, the timing and nature of development of these lands is also uncertain. As such, they have the potential to limit near-term employment opportunities for Middlesex Centre, more specifically Ilderton. Vacant employment lands in Komoka-Kilworth are also subject to development constraints given potential consideration to extend the Municipality's aggregate overlay (refer to A-2 of the Municipality of Middlesex Centre OP) to include the employment lands in west Komoka-Kilworth. Adjusted for these potential constraints, the Municipality's supply of designated, developable Employment Area lands is very limited.



## 5. Middlesex Centre Population and Housing Growth Outlook to 2046

As previously mentioned, Middlesex County is currently updating their O.P., as part of the current O.P. update, the County has prepared long-term population and housing projections, which provided a range (i.e. low, reference and high scenario) that Council has endorsed.<sup>[1]</sup>

In accordance with recent demographic, economic and socio-economic trends, as well as the regional and local growth drivers identified in Chapter 3, a range of long-term population, housing and employment forecasts have been prepared for the Municipality of Middlesex Centre to the year 2046 and are summarized below.<sup>[2]</sup> In total, three long-term scenarios – low, medium and high (reference) – were developed and are described in this chapter. Further details on the approach to preparing the growth forecasts can be found in Appendices C and D.

### 5.1 Long-term Population and Housing Forecast, 2016 to 2046

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The population forecast scenarios are based on a range of assumptions related to total net migration, net migration by age, natural increase (i.e. births less deaths), and employment growth opportunities throughout Middlesex County and the surrounding commuter-shed. These scenarios represent the potential range of future growth that can be anticipated for the Municipality over the next 25 years.

#### 5.1.1 Population Forecast, 2016 to 2046

Each of the long-term growth scenarios represent a considerably higher average annual growth rate than achieved historically between 2001 to 2016 (1.2% annually). Figure

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<sup>[1]</sup> Population and Housing Projections for Middlesex County, Committee of the Whole, January 19, 2021.

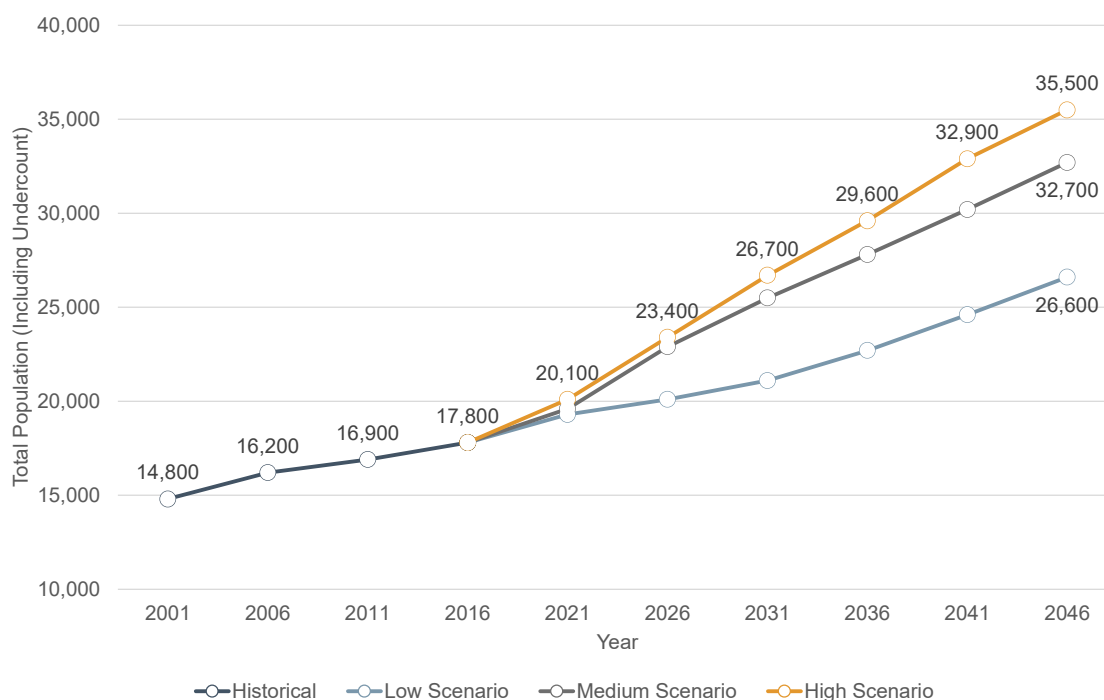
<sup>[2]</sup> It is noted that the population growth scenarios include the net Census undercount estimated at 2.5%.

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5-1, graphically compares the high (most likely), medium and low population growth scenarios for Middlesex Centre.

**Figure 5-1a**  
**Middlesex Centre**  
**Long-Term Population Forecast Scenarios, 2016 to 2046**



Scenarios	2016	2046	2016 to 2046	Annual Growth	Annual Growth Rate
High Scenario	17,800	35,500	17,700	590	2.3%
Medium Scenario	17,800	32,700	14,900	500	2.0%
Low Scenario	17,800	26,600	8,800	290	1.3%

Note: Population includes net Census undercount estimated at 3.5%  
 Source: 2001 to 2016 from Statistics Canada Census, forecast by Watson & Associates Economists Ltd., 2021.

### Low Population Forecast Scenario

Under this scenario, it is assumed that the population base in Middlesex Centre will grow at an average annual rate of 1.3% per year over the forecast period. This results in an incremental population increase of 8,800 between 2016 and 2046. Under the Low



Population Forecast Scenario, the rate of forecast population growth is anticipated to be slower in the first half of the forecast period and gradually pick up in the later half of the planning horizon.

#### Medium Population Forecast Scenario

Under the Medium Population Growth Scenario, population within Middlesex Centre is forecast to grow at an annual rate of approximately 2.0% over the forecast period. This scenario assumes that population will increase by approximately 14,900 between 2016 and 2046.

#### High Population Forecast Scenario

This scenario assumes an average annual growth rate of 2.3% for Middlesex Centre over the 2016 to 2046 forecast period. Accordingly, under the High Population Growth Scenario, Middlesex Centre's total population would increase to 35,500 by 2041. Under this scenario, the rate of population growth is anticipated to gradually decline towards the end of the forecast period, driven by relative moderation in net migration levels over the long-term.

### **5.1.2 Municipality of Middlesex Centre Population Forecast 2016 to 2046: High Population Growth Scenario**

The High Growth Scenario has been determined to represent the “most likely” long-term population growth outcome for Middlesex Centre for the following reasons:

- Recent building permit activity and active large subdivision developments in the planning approvals process suggests that housing growth will remain strong in the Municipality's Urban Settlement Areas and Community Settlement Areas over the long-term planning horizon. Over the past decade, housing demand across the Municipality has steadily increased. Over past two years, housing demand has been further fueled by the current ultra-low interest rate environment as well as continued outward growth pressure associated with COVID-19.<sup>[1]</sup>
- The Municipality's Urban Settlement Areas and Community Settlement Areas will continue to, face development pressures due to their proximity to the City of London and relatively competitive market for ground-oriented housing.

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<sup>[1]</sup> Refer to Chapter 3, section 3.1.

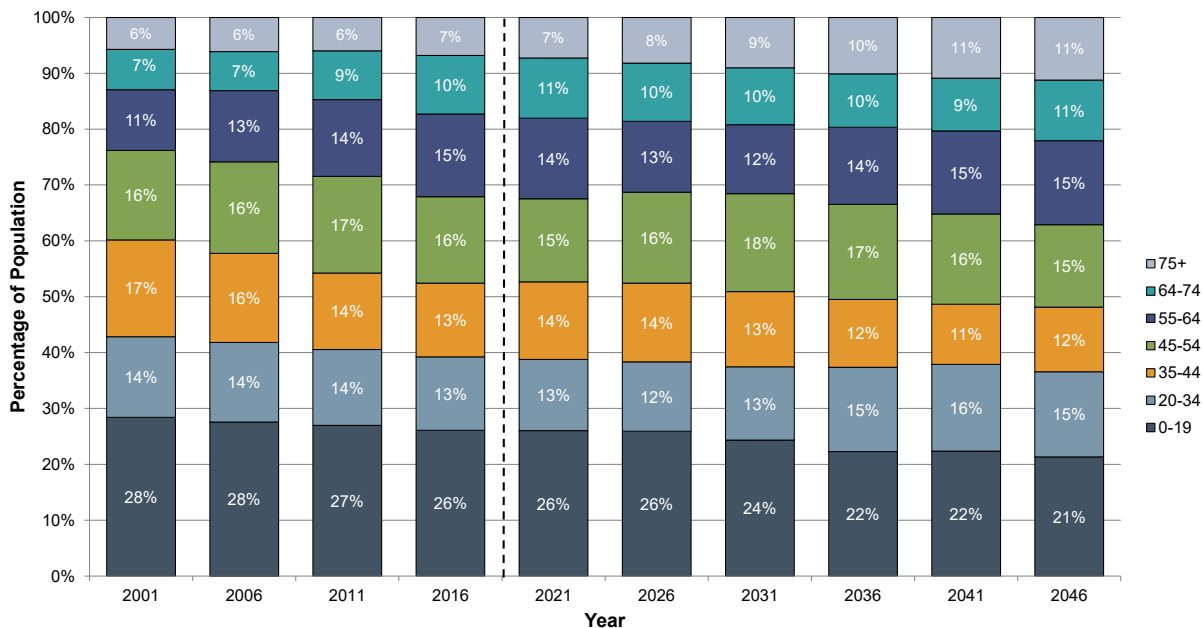


- As previously noted, the quality of life offered in Middlesex Centre is a key factor influencing the residential location decisions of individuals and families. It is also a factor considered by companies in their respective relocation decisions.
- Steady employment growth is expected to continue over the forecast period across a broad range of export-based industrial and commercial sectors.
- Export-based job growth within Middlesex Centre is also expected to support stronger levels of local labour force and population growth, which in turn is anticipated to generate employment in population-related commercial and institutional sectors across the Municipality.

Figure 5-2 summarizes the High Population Growth Scenario by major age group over the 2016 to 2046 forecast period for Middlesex Centre. Over the forecast period, the Municipality's population base is expected to steadily age. Most notably, the percentage of population in the 75+ age group (older seniors) is forecast to almost double over the forecast period from 7% in 2016 to 11% in 2046. The aging of the population and declining population growth resulting from natural increase (i.e. births less deaths) is anticipated to place downward pressure on the rate of population and labour force growth within the Municipality, and subsequently the regional labour force participation rate. Similar to the Province as a whole, the Municipality will increasingly become more reliant on net migration as a source of population growth as a result of these demographic conditions.



Figure 5-2  
Municipality of Middlesex Centre  
Population by Age Forecast, 2016 to 2041



Note: Population includes net Census undercount estimated at approximately 3.5%.  
 Source: Population forecast by age derived from 2001 to 2016 Statistics Canada Census by Watson & Associates Economists Ltd., 2021. 2021 to 2046 population forecast by age prepared by Watson & Associates Economists Ltd., 2021.

### 5.1.3 Housing Forecast, 2016 to 2046

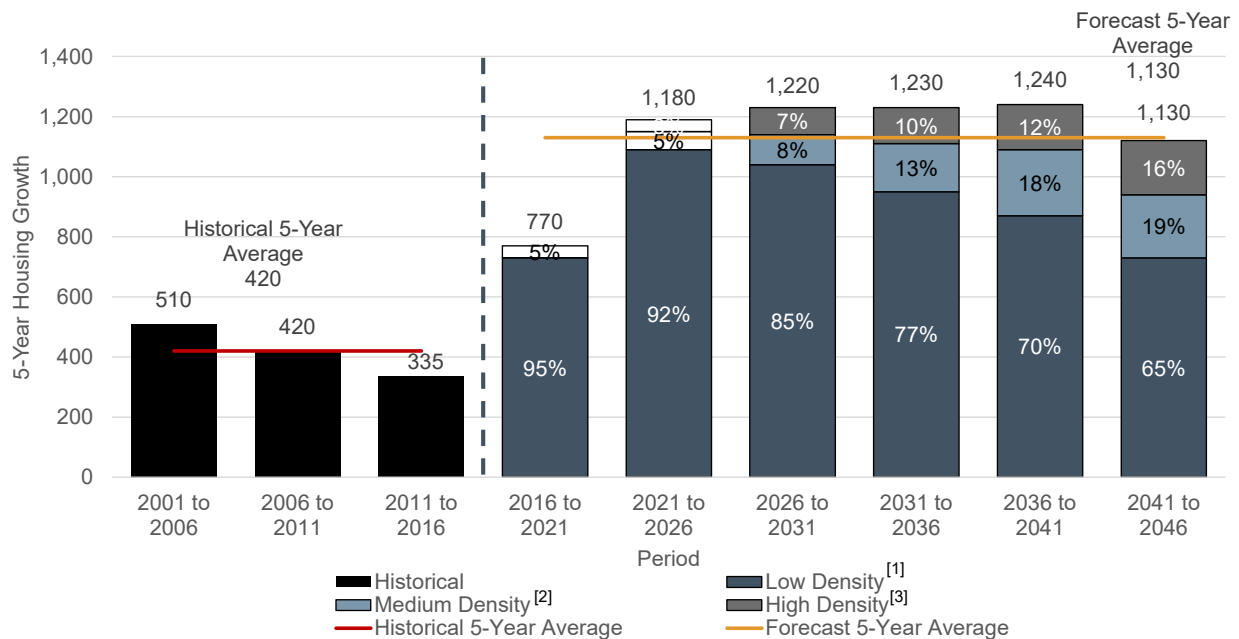
Figure 5-3 summarizes the Municipality’s household forecast from 2016 to 2046 in five-year growth increments and by structure type. Housing trends between 2001 and 2016 are also provided for historical context. Key observations include the following:

- Based on a review of recent residential building permits issued for new dwellings between 2016 and 2019 and future subdivision plans, projected annual housing development during the 2016 to 2021 projection period is forecast to be significantly higher than historical trends observed over the past decade. As previously discussed, while there is potential for the near-term housing market to “cool” slightly in the near-term, the long-term housing outlook for Middlesex Centre remains very positive. As such, the long-term housing growth trajectory is anticipated to remain well above historical levels experienced over the past two decades.



- Between 2016 and 2046, forecast housing development is expected to average 193 units annually compared to an historical average of 84 units annually over the past 15 years.
- Consistent with projected population trends over the longer term, the rate of future housing growth is expected to slow towards the end of the forecast period.
- Over the 2016 to 2046 forecast period, new housing is forecast to be comprised of 80% low-density (singles and semi-detached), 12% medium-density (townhouses) and 8% high-density (apartments) units. A steady increase in the share of medium- and high-density housing forms is anticipated, largely driven by the housing needs associated with the 65+ age groups (including seniors' housing) as well as continued upward pressure on local housing prices and declining housing affordability.

Figure 5-3  
Municipality of Middlesex Centre  
Five-Year Incremental Housing Growth – Historical and Forecast, 2001 to 2046



[1] Includes singles and semi-detached units.  
 [2] Includes townhouses and apartments in duplexes.  
 [3] Includes bachelor, 1-bedroom, 2-bedroom+ apartments.

Note: Figures may not add due to rounding.

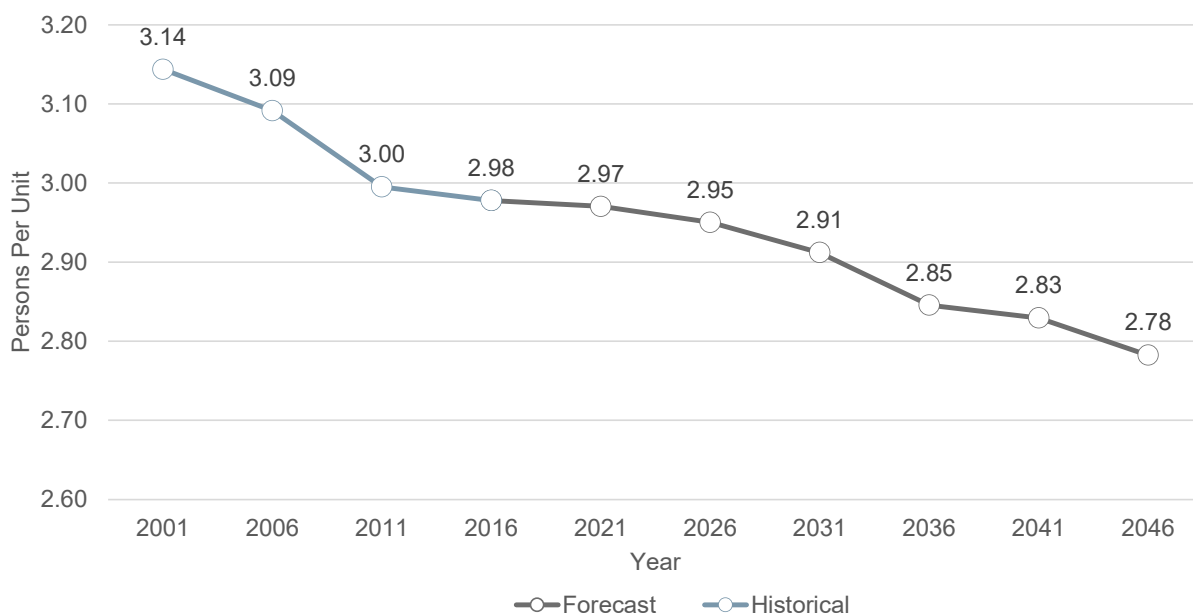
Source: Historical 2001 to 2016 figures from Statistics Canada Census Profiles. Forecast prepared by Watson & Associates Economists Ltd., 2021.



Figure 5-4 summarizes anticipated trends in long-term housing occupancy, or average persons per unit (P.P.U.), for the Municipality within the 2016 to 2046 forecast period. Key observations include the following:

- Between 2001 and 2016, the average P.P.U. for Middlesex Centre declined from 3.14 to 2.98; and
- Over the forecast period, the average P.P.U. for Middlesex Centre is anticipated to continue to gradually decline from 2.98 in 2016 to 2.78 in 2046, largely as a result of the aging of Middlesex Centre’s population and a gradual shift towards medium- and high-density forms of housing.

Figure 5-4  
Municipality of Middlesex Centre  
Historical and Forecast Persons Per Unit (P.P.U.), 2001 to 2046



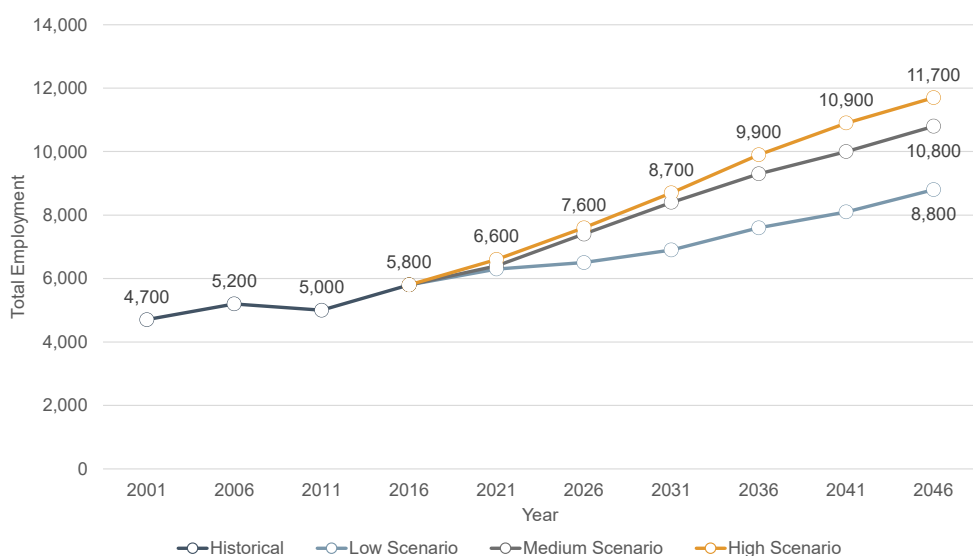
Note: Population includes net Census undercount estimated at approximately 3.5%.  
Source: Historical 2001 to 2016 data from Statistics Canada and Demography Division. 2021 to 2046 forecast prepared by Watson & Associates Economists Ltd., 2021.



## 5.2 Long-Term Employment Forecast, 2016 to 2046

Three long-term employment growth scenarios have been developed for the Municipality for the 2016 to 2046 forecast period, as shown in Figure 5-5.<sup>[1]</sup>

Figure 5-5  
Municipality of Middlesex Centre  
Long-Term Total Employment Forecast Scenarios, 2016 to 2046



Note: Employment includes work at home and no fixed place of work. Figures have been rounded.  
Source: Historical 2001 to 2016 data from Statistics Canada Place of Work data. 2021 to 2046 forecast prepared by Watson & Associates Economists Ltd., 2021.

Scenarios	2016	2046	2016 to 2046	Annual Growth	Annual Growth Rate
High Scenario	5,800	11,700	5,900	200	2.4%
Medium Scenario	5,800	10,800	5,000	170	2.1%
Low Scenario	5,800	8,800	3,000	100	1.4%

Note: Employment includes work at home and no fixed place of work. Figures have been rounded.  
Source: Historical 2001 to 2016 data from Statistics Canada Place of Work data. 2021 to 2046 forecast prepared by Watson & Associates Economists Ltd., 2021.

<sup>[1]</sup> Includes work at home and no fixed place of work (N.F.P.O.W.).



A range of assumptions were considered when generating these scenarios, including forecast trends in the Municipality's employment activity rate (ratio of jobs to population), macro-economic trends in the export-based employment sector, and growth in population-related employment associated with population growth the Municipality's Settlement Areas and Community Settlement Areas.

### **Low Employment Forecast Scenario**

This scenario assumes that the Municipality's employment base will grow at a rate of 1.4% per year. Under this scenario, the employment base is forecast to increase modestly between 2016 and 2046 by approximately 3,000 jobs, from 5,800 to 8,800.

### **Medium Employment Forecast Scenario**

In this scenario, employment in Middlesex Centre is expected to increase at a rate of 2.1% annually between 2016 and 2046. Under this scenario, Middlesex Centre's employment base is expected to increase by approximately 5,000 jobs by 2046.

### **High Employment Scenario (Most Likely Scenario)**

Under this reference scenario, Middlesex Centre' employment base is forecast to grow at an average annual rate of roughly 2.4%. This represents an average annual growth rate that is higher than the most recent 15-year historical period of 1.5% annually. Under the High Employment Scenario, the Municipality's employment base is forecast to increase by approximately 5,900 jobs, increasing from 5,800 in 2016 to 11,700 by 2046.

## ***5.2.1 Municipality of Middlesex Centre Employment Forecast, 2016 to 2046: High Employment Scenario***

In accordance with historical employment and labour force growth trends as well as the long-term economic outlook for the Municipality, the High Employment Scenario represents the "most likely" or reference employment growth scenario for Middlesex Centre. As shown in Figure 5-6, the Municipality's employment activity rate is expected to slightly increase from 33.6% in 2016 to 34.1% by 2046.<sup>[1]</sup> This slight increase is anticipated to be largely driven by local employment opportunities within the local and regional export-based employment sectors (e.g. transportation, wholesale trade,

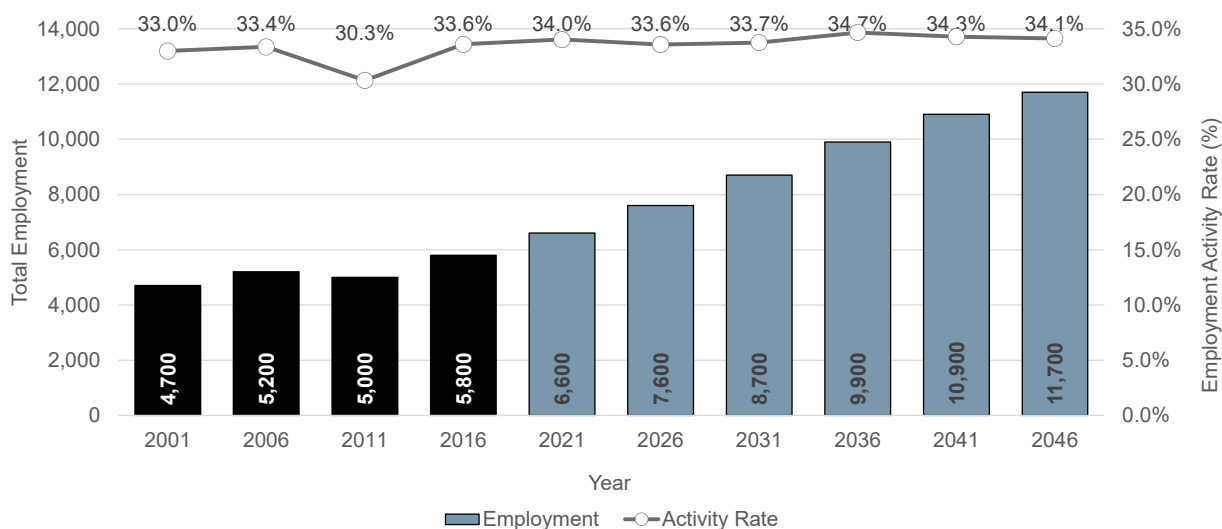
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<sup>[1]</sup> An activity rate is the ratio of jobs to population.



construction, small-scale manufacturing and agri-business) as well as population-related employment sectors such as retail, accommodation and food, professional, scientific and technical services, and health care. Forecast job growth is also anticipated to be accommodated through home occupations, home-based businesses, and off-site employment. It is noted that the Municipality is also conducting a Foreign Direct Investment (F.D.I.) Strategy, which will further explore long-term opportunities within the Municipality related to export-based development.

Figure 5-6  
Municipality of Middlesex Centre  
Historical and Forecast Employment Forecast, 2001 to 2046



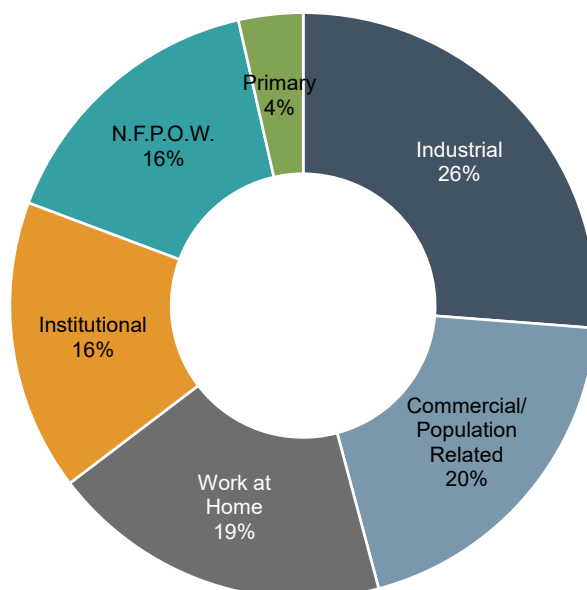
Note: Figures have been rounded. Employment figures include work at home and No Fixed Place of Work (N.F.P.O.W.). Statistics Canada defines employees with no fixed place of work as “persons who do not go from home to the same workplace location at the beginning of each shift. Such persons include building and landscape contractors, travelling salespersons, independent truck drivers, etc.”  
Source: Historical 2001 to 2016 from Statistics Canada place of work data. Forecast 2021 to 2046 prepared by Watson & Associates Economists Ltd., 2021.

Figure 5-7 summarizes the share of employment growth by sector during the 2016 to 2046 forecast period. Land-based employment sectors, including commercial, industrial and institutional are anticipated to account for approximately 65% of employment growth over the forecast period. N.F.P.O.W. and work at home employment categories are forecast to comprise the remaining 35% of employment growth. Employment in the primary sector (i.e. agriculture and other resource-based employment) grew slowly from 2006 to 2016 and this trend is anticipated to continue over the forecast period, growing by approximately 4% over the forecast. To accommodate future growth in the



agricultural sector, there is a need to facilitate new development, as well as the expansion of existing businesses that support the agricultural economy. Agri-business and food processing provide an opportunity to deepen agricultural activity and increase productivity of the agricultural industry by providing value-added products and services. The agriculture and agri-food system encompass several industries, including the farm input and service supplier industries, primary agriculture, food and beverage processing, food distribution, retail, wholesale and food service industries.

Figure 5-7  
Municipality of Middlesex Centre  
Share of Employment Growth, 2016 to 2046



Note: Employment figures include work at home and no fixed place of work (N.F.P.O.W.). Numbers have been rounded and may not add precisely.  
Source: Watson & Associates Economists Ltd., 2021.

### 5.3 Observations

As part of current Middlesex County O.P.R. three long-term population, household and employment growth forecast scenarios were prepared for Middlesex County by Area Municipality, including a low, medium, and high growth scenario. These County -wide growth scenarios and allocations were based on a range of assumptions related to total net migration by age natural increase, and employment growth opportunities within Middlesex County. The Middlesex County growth scenarios were adopted by County



Council in early 2021. Further considerations with respect to local population and employment growth drivers have been considered as part of the Middlesex Centre G.M.S. in determining the high growth scenario for Middlesex Centre as the “most likely” long-term growth scenario.

Over the past five years, Middlesex Centre has experienced an increase in housing development activity (refer to A.2.3 Historical Residential Building Permit Activity by Structure Type, 2009 to 2020 in Appendix A), averaging 155 new residential units over the 2016 to 2020 period. In addition to recent residential development trends, the number of units active in the planning approvals process (refer to Figure 4-1) suggests that residential development activity will continue its current pace over the near-term, fueled by the broader growth drivers as discussed in Chapter 3. As previously discussed, the long-term outlook for the regional and local economy is also positive, driven by strong population growth and the steady recovery of the southwestern Ontario export-based economy (i.e. industrial economy) since the 2008 global economic downturn. As a result, it has been concluded as part of this G.M.S. that the High Growth Scenario represents the “most likely” long-term growth scenario for Middlesex Centre.

Over the long-term forecast (2016 to 2046), approximately 65% of employment growth is forecast to be comprised of land-based uses such as commercial, industrial and institutional. Work at home and N.F.P.O.W. employment is forecast to account for 19% and 16%, respectively, of the employment growth, while the remaining 4% is anticipated to be accommodated in the agricultural sector.



## 6. Middlesex Centre Population and Housing Growth Allocations by Settlement Area

This chapter summarizes the approach and results of the long-term population and housing growth allocations by Urban Settlement Area, Community Settlement Area and remaining rural area. It is noted that for the purpose of this exercise Hamlet Areas are included within the remaining rural area.

### 6.1 Population and Housing Growth by Urban Settlement Area, 2016 to 2046

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Figure 6-1 summarizes the allocation of housing growth by Urban and Community Settlement Area and remaining rural area from 2016 to 2046. Additional details regarding the housing forecast are provided in Appendix D. As previously identified, the residential growth allocation has been informed by an analysis of residential supply opportunities against a review of anticipated market demand for new housing development. Key observations include the following:

- Approximately 93% of the municipal-wide housing forecast (6,320 new housing units) has been allocated to the Urban and Community Settlement Areas, while the remaining 7% (450 new housing units) has been allocated to Hamlets and remaining rural areas;
- All settlement areas are forecast to experience new housing construction over the 30-year forecast period, ranging from:
  - slow growth in Hamlets and remaining rural areas;
  - steady housing growth in Komoka-Kilworth, Ilderton, Delaware, and Arva; and
- The Municipal-wide forecast annual housing growth rate from 2016 to 2046 is approximately 2.6%, which is higher than the 15-year historical annual growth rate of 1.6% from 2001 to 2016.



Figure 6-1  
Municipality of Middlesex Centre  
Allocation of Household by Urban and Community Settlement Areas and Hamlet and Remaining Rural Areas,  
2016 to 2046

Settlement Area	Total Households in 2016	Total Households in 2046	2016 to 2046 Household Growth	% Household Growth Allocation	Annual Household Growth Rate (%)
Ilderton	1,200	2,630	1,430	21%	2.7%
Komoka-Kilworth	1,610	5,550	3,940	58%	4.2%
<b>Urban Settlement Areas</b>	<b>2,810</b>	<b>8,180</b>	<b>5,370</b>	<b>79%</b>	<b>3.6%</b>
Arva	190	690	500	7%	4.4%
Delaware	550	1,000	450	7%	2.0%
<b>Community Settlement Areas</b>	<b>740</b>	<b>1,690</b>	<b>950</b>	<b>14%</b>	<b>2.8%</b>
<b>Hamlets &amp; Remaining Rural Areas</b>	<b>2,440</b>	<b>2,890</b>	<b>450</b>	<b>7%</b>	<b>0.6%</b>
<b>Municipality of Middlesex Centre</b>	<b>5,990</b>	<b>12,760</b>	<b>6,770</b>	<b>100%</b>	<b>2.6%</b>

Note: Numbers may not add due to rounding.

Source: Watson & Associates Economists Ltd., 2021.



Figure 6-2 summarizes the allocation of population growth by Urban and Community Settlement Area and remaining rural area from 2016 to 2046. Additional details regarding the population forecast by geographic area are provided in Appendix D. Similar to the housing forecast, Urban and Community Settlement Areas are forecast to experience a strong rate of forecast population growth, while more moderate to slow population growth forecast in the rural areas. Key observations include the following:

- Hamlets and remaining rural areas are expected to experience moderate population growth over the 30-year forecast, adding an additional 400 people over the long-term planning horizon;
- Approximately 62% of the municipal-wide population forecast has been allocated to Komoka-Kilworth, while a total of 21% of population growth has been allocated to the remaining Urban Settlement Area of Ilderton; and
- Approximately 14% of the Municipal-wide population forecast is allocated to the Municipality's Community Settlement Areas; more specifically, Arva is expected to experience an increase of 1,400 people over the 30-year forecast while Delaware will grow by an additional 1,100 people.



Figure 6-2  
Municipality of Middlesex Centre  
Allocation of Population by Urban and Community Settlement Areas and Hamlet and Remaining Rural Areas,  
2016 to 2046

Settlement Area	Total Population in 2016	Total Population in 2046	2016 to 2046 Population Growth	% Population Growth Allocation	Annual Population Growth Rate (%)
Ilderton	3,500	7,300	3,800	21%	2.5%
Komoka-Kilworth	4,600	15,600	11,000	62%	4.2%
<b>Urban Settlement Areas</b>	<b>8,100</b>	<b>22,900</b>	<b>14,800</b>	<b>84%</b>	<b>3.5%</b>
Arva	500	1,900	1,400	8%	4.6%
Delaware	1,600	2,700	1,100	6%	1.8%
<b>Community Settlement Areas</b>	<b>2,100</b>	<b>4,600</b>	<b>2,500</b>	<b>14%</b>	<b>2.6%</b>
<b>Hamlets &amp; Remaining Rural Areas</b>	<b>7,600</b>	<b>8,000</b>	<b>400</b>	<b>2%</b>	<b>0.2%</b>
<b>Municipality of Middlesex Centre</b>	<b>17,800</b>	<b>35,500</b>	<b>17,700</b>	<b>100%</b>	<b>2.3%</b>

Note: Numbers may not add due to rounding.  
Source: Watson & Associates Economists Ltd., 2021.



## 6.2 Employment Growth by Settlement Area, 2016 to 2046

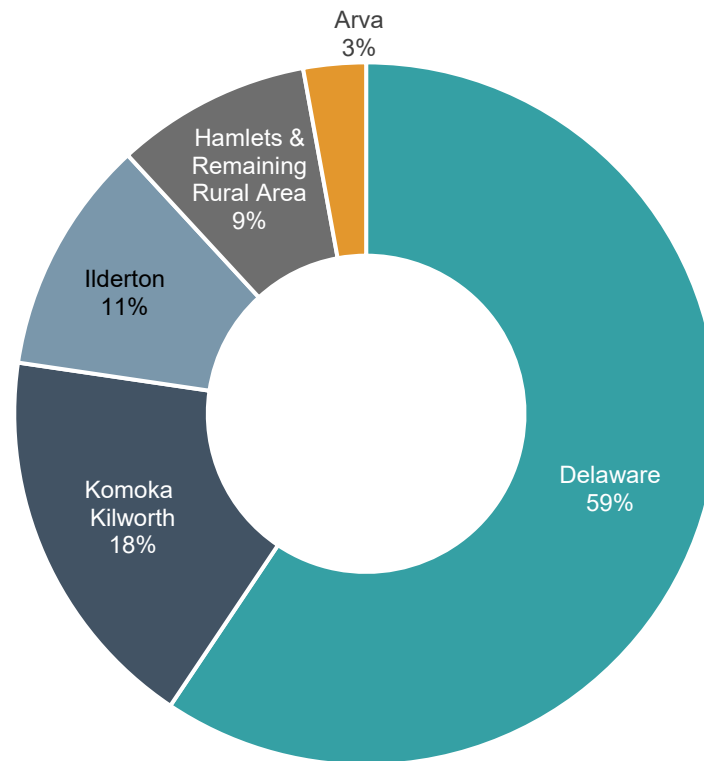
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Historically, Middlesex Centre grew at an average annual rate of 1.5% or approximately 76 employees per year between 2001 and 2016. Similar to population and housing, employment is forecast to grow at a faster pace over the 30-year forecast relative to historical trends. From 2016 to 2046 the Municipality's employment base is forecast to growth at a 2.4% average annual growth rate, or approximately 200 jobs per year.

Middlesex Centre's Employment Areas not only form a vital component of the Municipality's land-use structure, but also are an integral part of the local economic development potential of the broader regional economy. Looking forward over the next several decades, it is expected that Middlesex Centre is anticipated to accommodate steady industrial and commercial employment growth in its Employment Areas, particularly in sectors related to manufacturing, food processing, clean tech, construction, utilities, transportation and warehousing, professional, scientific and technical services. Many of these types of uses are typically land extensive, and as previously discussed in Chapter 4, it was noted that Middlesex Centre has a limited amount of medium and large vacant sites with direct access and exposure to Highway 401 and/or Highway 402. To address the Municipality's identified lack of marketable Employment Areas, Middlesex Centre has initiated a Foreign Direct Investment (F.D.I.) Strategy to establish the long-term vision and preferred location option for a new Employment Area along the Highway 402 corridor directly south of the Delaware Community Settlement Area.



Figure 6-3  
Municipality of Middlesex Centre  
Employment Growth Distribution by Location, 2016 to 2046



Note: Employment figures include work at home and N.F.P.O.W. Figures may not add precisely due to rounding.

Source: Watson & Associates Economists Ltd., 2021.

Figure 6-3 summarizes the share of employment growth from 2016 to 2046 by Settlement Area and remaining rural area. Over this time frame, 59% of the Municipal wide employment growth has been allocated to a proposed Employment Expansion Area directly south of Delaware, as previously discussed in section 6.2. Both Urban Settlement Areas combined account for 29% of Middlesex Centre's overall employment growth, 18% of the employment growth directed to Komoka-Kilworth, and 11% directed to Ilderton. Arva accounts for 3% of Middlesex Centre's employment growth, while the remaining 9% is allocated to Hamlets and remaining rural areas. For additional details regarding the Settlement Area employment forecast, please refer to Appendix D.



## 7. Residential and Non-Residential Urban Needs Analysis, 2021 to 2046

### 7.1 Introduction

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This chapter summarizes Middlesex Centre's anticipated land needs by Urban and Community Settlement Areas to the year 2046. This assessment builds on the population and employment growth forecast (High Growth Scenario) summarized in Chapters 5 and 6. This needs assessment is based on a detail review of forecast demand against the supply of vacant designated urban land by settlement area.

Requirements for long-term residential land needs in Ontario municipalities are set out in the P.P.S., 2020. Section 1.1.2 of the P.P.S. states that:

“Sufficient land shall be made available to accommodate an appropriate range and mix of land uses to meet projected needs for a time horizon of up to 25 years. However, where an alternate time period has been established for specific areas of the Province as a result of a provincial planning exercise or a *provincial plan*, that time frame may be used for municipalities within the area.

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

Section 1.4.1 of the P.P.S., 2020 further states:

“To provide for an appropriate range and mix of housing types and densities required to meet projected requirements of current and future residents of the *regional market area*<sup>1</sup>, planning authorities shall:

- a. maintain at all times the ability to accommodate residential growth for a minimum of 15 years through *residential intensification* and *redevelopment* and, if necessary, lands which are *designated and available* for residential development; and

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<sup>1</sup> In accordance with the P.P.S., 2020, the regional market area refers to an area that has a high degree of social and economic interaction. The upper- or single-tier municipality, or planning area, will normally serve as the regional market area. Where a regional market area extends significantly beyond these boundaries, however, then the regional market area may be based on the larger market area. Where regional market areas are very large and sparsely populated, a smaller area, if defined in an official plan, may be utilized.

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- b. maintain at all times where new development is to occur, land with servicing capacity sufficient to provide at least a three-year supply of residential units available through lands suitably zoned to facilitate *residential intensification* and *redevelopment*, and land in draft approved and registered plans.”

If the requirements of subsection 1.4.1 of the P.P.S., 2020 are not satisfied, subsection 1.1.3.8 of the P.P.S. states that:

“A planning authority may identify a *settlement area* or allow the expansion of a *settlement area* boundary only at the time of a *comprehensive review* and only where it has been demonstrated that:

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

A key objective of this study is to address subsection 1.4.1 of the P.P.S., 2020 as it specifically relates to item (a) of subsection 1.1.3.8.

## 7.2 Residential Land Needs, 2021 to 2046

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### 7.2.1 Near-Term Residential Land Needs

Figure 7-1 summarizes the potential supply of housing units in draft approved and registered plans, plus intensification potential in the Urban Settlement Areas. This

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housing supply inventory represents Middlesex Centre's three-year housing supply requirement as per section 1.4b of the P.P.S., 2020. Short-term housing demand has been derived from the 2021 to 2026 housing forecast for each settlement area. The analysis indicates that there is just enough total supply of potential housing units in registered and draft approved plans, and through intensification to accommodate housing demand. It is noted, however, that the Municipality's near-term supply of low-density housing is limited to two years.



Figure 7-1  
Municipality of Middlesex Centre  
Three-Year Housing Requirement (Draft Approved/Registered Units & Intensification)

	Low Density <sup>[1]</sup>	Medium Density <sup>[2]</sup>	High Density <sup>[3]</sup>	Total Units
<b>Urban Settlement Areas</b>				
Registered & Unbuilt	100	0	0	100
Draft Approved	1,244	682	79	2,005
Residential Intensification Potential	0	0	12	12
<b>Total Unit Supply</b>	<b>1,344</b>	<b>682</b>	<b>91</b>	<b>2,117</b>
Short-Term Housing Average Annual Demand <sup>[4]</sup>	578	33	20	631
Years of Supply	2	21	4	3
<b>Community Settlement Areas</b>				
Registered & Unbuilt	6	0	0	6
Draft Approved	27	0	0	27
Residential Intensification Potential	0	0	11	11
<b>Total Unit Supply</b>	<b>33</b>	<b>0</b>	<b>11</b>	<b>44</b>
Short-Term Housing Average Annual Demand <sup>[4]</sup>	35	3	1	38
Years of Supply	1	0	18	1
<b>Total Urban Serviced Settlement Areas</b>				
Registered & Unbuilt	106	0	0	106
Draft Approved	1,271	682	79	2,032
Residential Intensification Potential	0	0	22	22
<b>Total Unit Supply</b>	<b>1,377</b>	<b>682</b>	<b>101</b>	<b>2,160</b>
Short-Term Housing Average Annual Demand <sup>[4]</sup>	613	36	21	670
Years of Supply	2	19	5	3

[1] Includes single and semi-detached units.

[2] Includes townhouses and apartments in duplexes.

[3] Includes bachelor, 1-bedroom, and 2-bedroom+ apartments.

[4] Derived from 2021 to 2026 housing forecast.

Note: Numbers may not add precisely due to rounding. Numbers as of September, 2020.

Source: Watson & Associates Economists Ltd., 2021.



### **7.2.2 Long-Term Residential Land Needs**

Figure 7-2 summarizes the longer-term (i.e. 15 years) housing needs for the Municipality of Middlesex Centre in accordance with section 1.4.1 a) of the P.P.S., 2020. The total residential supply potential represents all the designated residential lands within each settlement area (i.e. units in the planning approvals process and vacant greenfield land) plus identified market potential for infill/redevelopment. Longer-term housing demand (i.e. 15 years) has been derived from the 2021 to 2036 housing forecast for each settlement area. This analysis indicates that each settlement area has an adequate supply of designated residential lands plus intensification to accommodate housing demand over the next 15 years.



Figure 7-2  
Municipality of Middlesex Centre  
15-Year Housing Requirement  
(Total Designated Residential Lands & Intensification in Hectares)

		Urban Settlement Areas	Community Settlement Areas	Total Urban Serviced Settlement Area
Registered Unbuilt, Draft Approved Housing Units, and Designated Residential Areas (ha)	A	184	34	217
Vacant Designated Residential Areas (ha)	B	28	16	43
Residential Intensification Potential (ha)	C	13	2	15
<b>Total Residential Supply (ha)</b>	<b>D = A + B + C</b>	<b>224</b>	<b>51</b>	<b>275</b>
<b>Adjusted for Residential Land Vacancy<sup>[2]</sup> (ha)</b>	<b>E = (D*1.15)</b>	<b>190</b>	<b>44</b>	<b>234</b>
Annual Land Demand (ha)	F <sup>[3]</sup>	8	3	11
<b>Years of Supply</b>	<b>G = E / F</b>	<b>23</b>	<b>17</b>	<b>21</b>

<sup>[2]</sup> Land vacancy to account for sites that are unlikely to development over the long term (i.e. 2021 to 2046) due to odd/small lot sizes and poor configuration, underutilized sites and site inactivity/land banking, which may tie up potentially vacant and developable lands.

<sup>[3]</sup> Derived from 2021 to 2046 housing forecast.

Note: Numbers may not add precisely due to rounding. All numbers reported in hectares.

Source: Watson & Associates Economists Ltd., 2021.

Figure 7-4 summarizes forecast housing growth by fully municipally-serviced Urban and Community Settlement Areas as well as by partially municipally-serviced Community Settlement Area, as well as by remaining unserviced Hamlets and rural area over the 2021 to 2046 forecast period, in accordance with the 25-year housing forecast provided in Chapter 6. As previously identified in Chapter 6, approximately 94% of forecast housing growth across Middlesex Centre over the next 25 years is anticipated to be accommodated within the Municipality's serviced Urban and Community Settlement Areas. This represents a total of approximately 6,320 new households over the 2021 to 2046 forecast period, or approximately 211 new households annually in Middlesex



Centre's serviced areas. The remaining 6% of forecast housing growth is anticipated to be accommodated within the Municipality's Hamlets and remaining rural areas.

Figure 7-3  
Municipality of Middlesex Centre  
Forecast Housing Demand, Urban and Rural Area, 2021 to 2046

Development Location		Low Density <sup>[1]</sup>	Medium Density <sup>[2]</sup>	High Density <sup>[3]</sup>	Total Residential Units	Proportionate Share of Total
Full Municipal Services <sup>[4]</sup>	Ilderton	1,000	180	60	1,240	21%
	Komoka-Kilworth	2,670	360	420	3,450	57%
	<b>Urban Settlement Area</b>	3,670	540	480	4,690	78%
	Arva	330	130	50	510	8%
	<b>Community Settlement Area</b>	330	130	50	510	8%
	<b>Total</b>	4,000	670	530	5,200	87%
Partial Municipal Services	Delaware	310	90	50	450	7%
	<b>Community Settlement Area</b>	310	90	50	450	7%
	<b>Hamlets and Rural Areas<sup>[5]</sup></b>	360	-	-	360	6%
	<b>Total</b>	670	90	50	810	13%
<b>Municipality of Middlesex Centre</b>		<b>4,670</b>	<b>760</b>	<b>580</b>	<b>6,010</b>	<b>100%</b>

[1] Includes single and semi-detached units.

[2] Includes townhouses and apartments in duplexes.

[3] Includes bachelor, 1-bedroom, and 2-bedroom+ apartments.

[4] Includes settlement areas that are municipally serviced by water, sewage disposal, and storm water.

[5] Includes hamlets as well as rural areas in Middlesex Centre.

Note: Numbers may not add precisely due to rounding.

Source: Watson & Associates Economists Ltd., 2021.

Figure 7-4 provides a summary of forecast urban residential land needs for Middlesex Centre over the 2021 to 2046 planning horizon. Based on forecast housing demand shown in Figure 7-4, Middlesex Centre would require 274 ha (677 acres) of residential land. In comparing forecast urban land demand against available urban land supply (234 ha or 578 acres), there is a shortfall of approximately 40 ha (99 acres) in the Municipality (274 ha demand less 234 ha supply = 40 net ha). It is assumed that approximately 55% of the total developable land identified for urban expansion will be required to accommodate local infrastructure (i.e. roads, stormwater management



facilities, easements, etc.), parkland/open space as well as lands for non-residential development (i.e. municipal facilities, schools, retail, commercial and other institutional uses). This generates a need for an additional 49 ha of lands associated with the lands identified for urban expansion. In total, this brings the gross urban land required (excluding environmental features) to 89 ha (40 net ha to accommodate new housing + 49 ha to accommodate local infrastructure, parkland and non-residential uses).

Based on anticipated housing demand over the planning horizon by area, a need for urban boundary expansions in Ilderton and Arva, totaling 116 gross ha has been identified. Conversely, an urban land surplus of 27 gross ha has been identified for Komoka-Kilworth, while Delaware's supply of urban residential lands are determined to be sufficient to accommodate long-term housing demand in this Community Settlement Area. For additional details regarding land needs for individual settlement areas, please refer to Appendix E.

Figure 7-4  
Municipality of Middlesex Centre  
Urban Settlement Area Residential Land Needs, 2021 to 2046

<b>Residential Demand</b>	
Total Housing Demand, 2021 to 2046	5,650
Net Density (units per net ha)	21
Net Land Requirements (net ha)	274
<b>Residential Supply</b>	
Residential Land Supply (net ha)	234
<b>Residential Land Needs</b>	
Land Area Surplus/Deficit (net ha)	-40
Gross Land Area Surplus/Deficit - 45% Net to Gross Ratio (gross ha)	-89

Source: Watson & Associates Economists Ltd., 2021.

### **7.2.3 Employment Land Needs, 2021 to 2046**

Building on the long-term employment forecast presented in Chapter 6, anticipated Employment Area land needs requirements have been identified based on consideration of the following:

- The share of employment growth on industrial lands by major employment sector (i.e. industrial, commercial, and institutional);

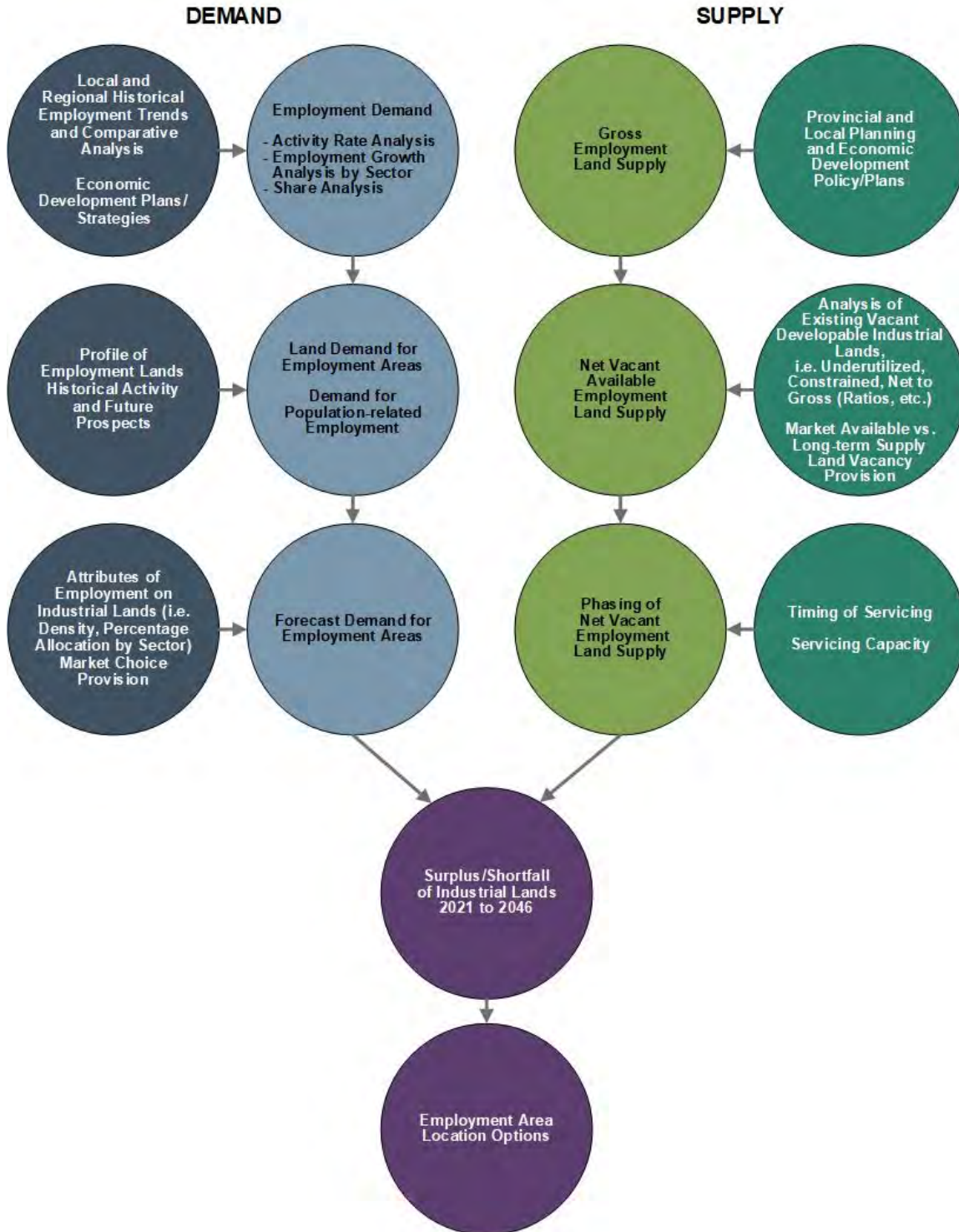


- Existing and forecast density (i.e. employees per net acres/ha) of employment on industrial lands;
- Historical non-residential building activity and absorption trends on industrial lands by key growth area; and
- The amount of long-term vacant industrial lands within Middlesex Centre.

Figure 7-5 illustrates this approach graphically.



Figure 7-5  
Municipality of Middlesex Centre  
Schematic Approach to Forecasting Long-Term Land Need in Employment Areas





## 7.2.4 Employment Area Land Demand, 2021 to 2046

In determining the Municipality's long-term Employment Area land requirements, the following steps have been undertaken:

- **Remove Work at Home and N.F.P.O.W. Employment**

As identified in the growth analysis provided in Chapter 6, forecast employment growth has been categorized into four major categories, including primary, industrial, commercial and institutional, based on 2016 Census data. These categories have been aggregated from specific employment sub-classifications based on the North American Industrial Classification (N.A.I.C.S.) system. As a first step, all estimated work at home and N.F.P.O.W. employment has been excluded from the Employment Area land needs analysis, as these employees do not require land in designated industrial areas.

- **Determine the Amount of Industrial, Commercial and Institutional (I.C.I.) Employment to be Located in Employment Areas**

In accordance with the permitted uses on industrial lands identified in the Middlesex Centre O.P. and Zoning By-law, a percentage of industrial, commercial and institutional employment growth has been allocated to Middlesex Centre's Employment Areas. Based on a review of best practices, an allocation of approximately 100%, 25% and 15% industrial, commercial and institutional employment, respectively, was considered appropriate.

Figure 7-6  
Municipality of Middlesex Centre  
Portion of Municipality's Employment Growth on  
Employment Lands by I.C.I.,  
2021 to 2046

Employment Sector	Percentage of Total Municipal Employment in Employment Areas
Industrial	100%
Commercial	25%
Institutional	15%

Source: Watson & Associates Economists Ltd., 2021.



- **Forecast Employment in Employment Areas**

Figure 7-7 summarizes forecast employment growth in Employment Areas over the next 25 years. As summarized below, Middlesex Centre's Employment Areas are anticipated to accommodate 34% of the Municipality's total employment growth from 2021 to 2046. This translates into approximately 1,820 employees over the 25-year forecast period. Accounting for minor expansions to existing operations in industrial areas, a 5% intensification adjustment representing approximately 90 employees has been made over the 25-year forecast period. This results in a total forecast of approximately 1,730 employees in Employment Areas from 2021 to 2046.

Figure 7-7  
Municipality of Middlesex Centre  
Employment Growth,  
2021 to 2046

Employment Type	Employment Growth by Sector	Employment Growth in Employment Areas	% Employment Lands
Primary	195	0	0%
Work at Home	970	0	0%
Industrial	1,470	1,470	95%
Commercial/Population-Related	855	215	25%
Institutional	870	130	15%
N.F.P.O.W.	795	0	0%
<b>Total Employment</b>	<b>5,160</b>	<b>1,820</b>	<b>35%</b>
Intensification Adjustment (Industrial)		90	
<b>Net Employment Growth on Industrial Lands</b>		<b>1,730</b>	

Note: Employment figures may not add precisely due to rounding.

Source: Watson & Associates Economists Ltd., 2021.

- **Forecast Employment Density in Employment Areas**

In order to determine Employment Area land needs, it is important to understand the existing employment densities for Middlesex Centre. Utilizing the Middlesex County's Business Directory to generate an employee count, in addition to a desktop review to determine land size, a small but representative density sample was calculated for Middlesex Centre. Over the long-term planning horizon, the



average Employment Area density for Middlesex Centre is forecast to increase slightly from 10 jobs per ha to 13 jobs per ha.

### **7.2.5 Employment Area Land Demand**

Figure 7-8 summarizes forecast demand for Employment Area land from 2021 to 2046, in accordance with the assumptions made above. Key observations include the following:

- The Municipality of Middlesex Centre is forecast to absorb an average of 5 ha per year (12 net acres per year) over the 25 years;
- The anticipated average forecast Employment Area density across the Municipality is 13 employees per ha (five employees per acre) in fully-serviced Employment Areas;
- Forecast land demand is forecast to be strongest in existing and planned Employment Areas with direct access to the Highway 402, given the potential for land-extensive industrial uses related to the logistics transportation/warehousing, advanced manufacturing and value-added agricultural sectors; and
- Moderate industrial demand also exists within established, serviceable Employment Areas within Komoka-Kilworth and Ilderton, which offer market choice of sites by parcel size with offer good transportation connectivity.



Figure 7-8  
Municipality of Middlesex Centre  
Forecast Urban Employment Area Land Demand by Urban and Community Settlement Area,  
2021 to 2046

Settlement Areas	Employment Growth in Settlement Employment Area	Intensification Adjustment	Net Employment Growth on Settlement Employment Areas	Existing Employees/ Net Hectare	Future Employees/ Net Hectare	Total Settlement Employment Area Demand (Net ha)	Annual Settlement Employment Area Absorption
Ilderton	57	3	54	16	16	3	0
Komoka-Kilworth	63	3	60	13	13	4	0
<b>Urban Settlement Area</b>	<b>120</b>	<b>5</b>	<b>114</b>	<b>14</b>	<b>14</b>	<b>7</b>	<b>0</b>
Arva	31		31	5	12	3	0
Delaware	1,635	82	1,554	14	13	120	5
<b>Community Settlement Area</b>	<b>1,667</b>	<b>82</b>	<b>1,585</b>	<b>14</b>	<b>13</b>	<b>122</b>	<b>5</b>
<b>Municipality of Middlesex Centre</b>	<b>1,787</b>	<b>88</b>	<b>1,699</b>	<b>14</b>	<b>13</b>	<b>130</b>	<b>5</b>

Note: All figures referenced in the table above are reported in hectares unless otherwise noted. Figures may not add precisely due to rounding.  
Source: Watson & Associates Economists Ltd., 2021.



### **7.2.6 Long-Term Employment Land Needs within the Municipality of Middlesex Centre**

Figure 7-9 summarizes forecast employment land demand for the Municipality of Middlesex Centre over a 25-year planning horizon in accordance with existing provincial planning policy. Based on the existing supply of developable vacant employment lands and long-term demand, the Municipality of Middlesex Centre does not have a sufficient supply of industrial lands to meet long-term needs over the next 25 years. At 2046, a net deficit of 115 ha (284 net acres) has been identified.

Figure 7-9  
Municipality of Middlesex Centre  
Total Employment Land Needs (Demand vs. Supply),  
2021 to 2046

Net Employment Land Demand	130
Net Employment Land Supply <sup>[1]</sup>	15
Net Employment Land Surplus/(Shortfall)	(115)

<sup>[1]</sup> Employment land supply reflects employment land conversions.

Note: Figures may not add precisely due to rounding.

Source: Watson & Associates Economists Ltd., 2021.

### **7.2.7 Total Employment Land Needs within the Municipality of Middlesex Centre by Settlement Area**

Figure 7-10 summarizes forecast employment land demand for the Municipality of Middlesex Centre by key settlement area over a 25-year planning horizon. A shortfall of approximately 115 net ha or 153 gross ha (379 gross acres) has been identified for Middlesex Centre when considering a 25-year long-term planning horizon.<sup>[1]</sup> Identified gross land needs reflect land adjustments for hard and soft infrastructure, including open space, arterial roads/rail, stormwater ponds and easements.<sup>[2]</sup>

<sup>[1]</sup> Gross urban Employment Area Land needs assume an additional 25% upward adjustment for local infrastructure (i.e. net to gross ratio of 75%).

<sup>[2]</sup> Note: gross Employment Area land needs do not include non-developable lands which are identified as part of the Municipality's natural heritage system.



Figure 7-10  
Municipality of Middlesex Centre  
Total Employment Land Needs (Demand vs. Supply)  
by Urban and Community Settlement Area, 2021 to 2046

Settlement Area	Total Settlement Employment Land Demand	Net Settlement Employment Area Supply	Net Settlement Employment Land Surplus/ (Shortfall)	Gross Land Need <sup>[1]</sup>
Ilderton	3	3	-	-
Komoka-Kilworth	5	5	-	-
<b>Urban Settlement Area</b>	<b>8</b>	<b>8</b>	<b>-</b>	<b>-</b>
Arva	3	-	(3)	(4)
Delaware	120	8	(112)	(149)
<b>Community Settlement Area</b>	<b>123</b>	<b>8</b>	<b>(115)</b>	<b>(153)</b>
<b>Municipality of Middlesex Centre</b>	<b>130</b>	<b>15</b>	<b>(115)</b>	<b>(153)</b>

<sup>[1]</sup> Based on a 75% net to gross ratio.

Source: Watson & Associates Economists Ltd., 2021.



## 8. Strategic Directions and Recommendations

The purpose of this Chapter is to provide O.P. policy direction and recommendations that will assist Middlesex Centre in effectively managing its urban and rural residential and non-residential lands over the 25-year planning horizon. Non-residential policy directions are provided as part of the Economic Diversification Strategy (refer to section 8.2).

### 8.1 Residential Planning Policy Matters

A fundamental objective of the G.M.S. is to understand how and where residential growth within the Municipality of Middlesex Centre will occur over the long-term planning horizon. Residential growth policies of the Middlesex Centre O.P. will need to be consistent with the P.P.S., 2020 while being considerate of the specific County and local municipal contexts. It is also required that the Municipal plan for residential growth in a coordinated, sustainable and resilient manner that makes efficient use of land, resources and infrastructure, while protecting public health and safety.

On this basis, the following residential planning policy matters build on the findings of the Middlesex Centre G.M.S., while recognizing the provincial, Middlesex County and municipal planning policy framework. Each policy recommendation outlined below establishes a current issues and opportunities, which are then contemplated by a range of policy directions to be considered through the upcoming review of the Middlesex Centre O.P. Overall, the residential planning policy matters intend to establish a framework for managing residential growth through responsible land use planning processes and activities.

<b>Recommendation 1: Update Population Projections</b>	
<b>Opportunities and Challenges</b>	The Municipality is projected to experience steady population growth across all of its Settlement Areas over the long-term planning horizon. However, this growth is not evenly allocated as evidenced by a degree of variation in growth projections among the Settlement Areas, with the Urban Settlement Areas experiencing more growth than Community Settlement Areas.



## Recommendation 1: Update Population Projections

### Recommended Actions

- Section 5.1 of the Middlesex Centre O.P. establishes population growth projections Municipal-wide. Policies of the Municipality's Official Plan should therefore be updated to be consistent with and reflect the population growth projections as determined through the G.M.S over the long-term planning horizon.
- In addition to identifying growth projections, policies of the Middlesex Centre O.P. may also include more specific growth projections for the Urban Settlement Areas, Community Settlement Areas. Specifically, the table in section 5.1 should be comprehensively updated in this regard.
- Urban Settlement Areas, including Komoka-Kilworth and Ilderton are projected to experience majority of the population and housing growth over the planning horizon, growing at 4.2% and 2.5%, respectively.
- With development pressures in Arva anticipated to continue over the longer-term, this Community Settlement Area is projected to grow at 4.6%. The Municipality's other Community Settlement Area, Delaware is projected to grow at an annual rate of 1.8% over the same time period. Lastly, the Municipality's Hamlets and remaining rural lands are projected to experience a modest population growth rate of 0.2%.
- O.P. policies will therefore need to recognize the disproportionate nature of growth projections among the Municipality's Settlement Areas, Community Areas, Hamlets Area and remaining rural lands. In this regard, policies of the Middlesex Centre O.P. may be considerate of specific economic development tools and objectives that are context specific, including the role of Community Improvement Plans (C.I.P.s) to facilitate and encourage economic activity where appropriate and to further



<b>Recommendation 1: Update Population Projections</b>	
	<p>advance the economic development objectives of the O.P.</p> <ul style="list-style-type: none"> <li>• While population and employment growth will be directed to the Municipality's Urban and Community Settlement Areas, it recognized that the Municipality's Hamlet Areas and remaining rural lands have role to play in accommodating residential growth and sustainable economic development, subject to provincial and County planning policies.</li> <li>• Where the G.M.S. has identified rural population growth, policies in the Middlesex Centre O.P. will need to be consistent with the P.P.S., 2020 regarding the provision of unjustified and/or uneconomical expansion of infrastructure while establishing a clear policy framework for assessing any long-term impacts of private water and sanitary servicing systems.</li> <li>• Furthermore, policies in the Middlesex Centre O.P. need to be consistent with the P.P.S., 2020, by requiring development that is compatible with the rural landscape, can be sustained by rural service levels, and is appropriate for existing infrastructure or infrastructure that is planned for.</li> </ul>

<b>Recommendation 2: Housing Projections</b>	
<b>Opportunities and Challenges</b>	<p>The Municipality's O.P. establishes specific policy direction regarding housing projections and composition (i.e. size) over the long-term planning horizon. The P.P.S., 2020 requires planning authorities to provide for an appropriate range and mix of housing options and densities to meet projected market-based and affordable housing needs of the regional market area.</p>



<p><b>Recommended Actions</b></p>	<ul style="list-style-type: none"> <li>• Section 5.1 of the O.P. establishes Municipal-wide housing projections. Updated policies regarding housing forecasts are therefore required to be consistent with the housing projections over the planning horizon as determined through the G.M.S.</li> <li>• Policies of the Middlesex Centre O.P. should continue to direct future housing growth to the designated settlement areas where full municipal servicing is available or planned for, as well as locations where appropriate levels of related infrastructure and public services are or will be available to support current and projected needs as determined through the G.M.S.</li> <li>• Similar to the Municipality’s population forecast, housing growth is not forecast evenly across the Settlement Areas. Specifically, Komoka-Kilworth (58%), and Ilderton (21%) are projected to accommodate 84% of the Municipality’s projected housing growth to the year 2046. Community Settlement Areas, including Arva (7%), Delaware (7%), and remaining Hamlets and Rural areas (2%) account for the remaining 21% of overall housing growth over the same long-term planning horizon.</li> <li>• The P.P.S., 2020 requires planning authorities to maintain at all times the ability to accommodate residential growth for a minimum of 15 years through residential intensification and redevelopment, and if necessary, lands which are designated and available for residential development (1.4.1.a). Policy 5.2.1 d) of the Middlesex Centre O.P. should therefore be updated to ensure consistency with the P.P.S., 2020 in this regard.</li> <li>• The P.P.S., 2020 also requires planning authorities to “maintain at all times where new development is to occur, land with servicing capacity sufficient to provide at least a three-year supply of residential units available through lands suitably zoned to facilitate residential intensification and redevelopment, and land in draft approved and</li> </ul>
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	<p>registered plans” (1.4.1.b). Currently, policy 5.2.1. c) of the Middlesex Centre O.P. is consistent with the P.P.S., 2020.</p> <ul style="list-style-type: none"> <li>• Through the review of the in-effect Middlesex Centre O.P., a refined policy framework may be developed to provide continued direction to Settlement Areas through O.P. policies that encourage a range of housing types, densities and options in consideration of the updated housing projections to the year 2046.</li> <li>• The existing policy framework established by the Middlesex Centre O.P. regarding affordable housing should be updated to be consistent with policy 1.4.3(a) of the P.P.S., 2020. This includes an approach that is “market-based” and establishes minimum targets for housing that is affordable to low- and moderate-income households, as well as establishing a clear definition of affordable that is consistent with the P.P.S., 2020 and is considerate of the County’s definition of the “regional market area”.</li> <li>• Housing growth may be accelerated due to near-term trends, it is recommended that Middlesex Centre should continue monitor housing growth within its Settlement Areas and remaining rural lands on an annual basis.</li> </ul>
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<b>Recommendation 3: Residential Intensification</b>	
<p><b>Opportunities and Challenges</b></p>	<p>Residential intensification contributes to building complete communities, makes more efficient use of existing infrastructure and public services, and minimizes adverse impacts to the natural environment and agricultural land. The P.P.S., 2020, establishes clear policy direction to guide residential intensification, including that sufficient land shall be made available to accommodate an appropriate range and mix of land uses to meet projected needs for a time horizon of up to 25</p>



<b>Recommendation 3: Residential Intensification</b>	
	<p>years. Further, sufficient land within settlement areas shall be made available through intensification and redevelopment and, if necessary, designated growth areas. On this basis, there is an opportunity for the Middlesex Centre O.P. to establish enhanced policy direction regarding residential intensification within the local municipalities generally, and the Urban and Community Settlement Areas more specifically.</p>
<b>Recommended Actions</b>	<ul style="list-style-type: none"> <li>• The Middlesex Centre O.P. should establish minimum residential intensification (as defined in the Glossary of Terms in Section 12 of the Middlesex Centre current O.P.) targets in Urban Settlement Areas that are consistent with the existing intensification targets. In the most current O.P., section 5.2.1 e) states that the “Municipality shall require that 15% of all development occur by way of intensification.” However, this may not be realistic for smaller Community Settlement Areas including Delaware and Arva. It is suggested that for Urban Settlement Areas where a minimum intensification target has not been established, an intensification target of 20% should be contemplated.</li> <li>• The Middlesex Centre O.P. should establish minimum residential intensification targets of 10% for Community Settlement Areas. The policy framework should also contemplate that in some Community Settlement Areas, minimum growth is projected, and no new medium or high-density development is identified.</li> <li>• It is recommended that intensification be defined based on land use density and building typology. For the purpose of implementing the minimum Municipal-wide intensification target of 15%, policies of the Middlesex Centre O.P. should define intensification consistent with the section 6.0 (definitions), p. 45 of the P.P.S., including Secondary Suites.</li> </ul>



### Recommendation 3: Residential Intensification

- Building on the results of this G.M.S., the Middlesex Centre O.P. should explore developing an intensification strategy that is consistent County and local O.P policy. The intensification strategy should also be considerate of the P.P.S., 2020 by contemplating a range of housing options, specifically in reference to policy 1.4.3, which requires planning authorities to provide for an appropriate range and mix of housing options and densities to meet projected market-based and affordable housing needs of current and future residents of the regional market area.
- The local housing intensification strategy may also identify other opportunities to facilitate appropriate growth such as: permitting a broader range of housing types that are responsive to market demand; explore opportunities to bring certainty and some flexibility to the development approval process (such as the Community Planning Permit System); the administration of financial incentives to advance the goals and objective of local official plans (such as C.I.P.s) and, disposing of surplus public land for the purpose of residential development, including affordable/attainable housing.

Permitting two additional dwelling units as an accessory to some residential buildings is now required to be permitted through the policies of an Official Plan by section 16(3) of the *Planning Act*. O. Reg. 299/19 establishes further specific land use planning direction regarding additional dwelling units. Policies of the in-effect Middlesex Centre O.P. contemplate additional dwelling units through “Accessory Apartments” and “Secondary Suites” under section 12. Through the Municipality’s O.P. Review, consideration may be given to review and/or update these policies to ensure the provisions of the *Planning Act* and O. Reg 299/19 are satisfactorily implemented, to achieve



<b>Recommendation 3: Residential Intensification</b>	
	<p>consistency with the P.P.S., 2020, and to establish appropriate policy direction to local municipal official plans in this regard. On this basis, a review of the Municipality's in-effect policy framework and the <i>Planning Act</i> provisions provide an opportunity to contribute to intensification and may provide for an appropriate range and mix of housing options and densities required to meet projected growth over the planning horizon. A revised policy framework for additional dwelling units will also need to contemplate the provision of appropriate servicing, as well as providing direction to an implementing zoning framework, such as land use permissions and lot and building standards, for example.</p>

<b>Recommendation 4: Municipal Servicing</b>	
<b>Opportunities and Challenges</b>	<p>The Comprehensive Review has identified that Middlesex Centre will realize steady growth over the planning horizon. Policies of the Middlesex Centre O.P. providing direction on the provision of municipal servicing will need to be consistent with the P.P.S., 2020 while ensuring that sufficient municipal servicing is planned for, or is available to, accommodate future growth within the Municipality in an efficient and sustainable manner.</p>
<b>Recommended Actions</b>	<ul style="list-style-type: none"> <li>The P.P.S., 2020, requires that planning for servicing shall “accommodate forecast growth in a manner that promotes the efficient use and optimization of existing municipal services and private communal services” (1.6.6.a). This servicing is also required to be provided in a manner that is sustainable, recognizes the impacts of climate change, and is feasible and financially viable, and protects human health, safety and the natural</li> </ul>



#### Recommendation 4: Municipal Servicing

	<p>environment (1.6.6.b). The Municipality's O.P. will need to be consistent with the P.P.S., 2020.</p> <ul style="list-style-type: none"> <li>• Forecasts identified by the G.M.S. should form the basis for identifying future municipal servicing needs as provided by the local municipalities over the long-term planning horizon. The Municipality will need to continually monitor and evaluate to ensure that sufficient municipal servicing infrastructure within the Urban and Community Settlement Areas is available or planned for in order for growth to be appropriately serviced.</li> <li>• Policies of the Middlesex Centre O.P. should continue to direct growth in a planned, orderly and phased manner to ensure existing or new infrastructure and services are sufficient to meet the forecast growth needs as identified through the G.M.S.</li> <li>• Policies of the Middlesex Centre's O.P. should continue to provide direction for the eventual availability of full municipal services in all Urban Settlement Area as the preferred method of infrastructure and servicing.</li> <li>• Policies of the Middlesex Centre O.P. should continue to provide direction to develop multi-year municipal servicing plans as a component to local official plan review processes. This may be informed by the findings of the G.M.S. to ensure development can be accommodated by available or planned servicing infrastructure within the local municipalities over the long-term planning horizon.</li> </ul>
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#### Recommendation 5: Designate Additional Urban Residential Lands

<p><b>Opportunities and Challenges</b></p>	<p>Through the analysis provided herein, there is a shortfall of designated residential lands in Middlesex Centre over the long-term planning horizon. More specifically, a deficit of 89 gross ha</p>
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<b>Recommendation 5: Designate Additional Urban Residential Lands</b>	
	by 2046 in Middlesex Centre as has been identified. It should be noted that forecast urban land needs are not homogenous across the Municipality. More specifically, a residential land shortfall of 69 gross ha and 47 gross ha has been identified in Ilderton and Arva, respectively. Conversely, a residential land surplus of 27 gross ha has been identified in Komoka-Kilworth.
<b>Recommended Actions</b>	<ul style="list-style-type: none"> <li>• It is recommended that the Municipality of Middlesex Centre explore locations for additional residential urban lands. Forecast Residential land needs would be subject to an assessment of residential land needs across the Regional Market Area as defined by Middlesex County. The proposed re-designation of these lands from Agriculture or Agriculture to Residential would also be subject to section 1.1.3.8 of the P.P.S., 2020.</li> <li>• The Province defines “Regional Market Area” in reference to an area that has a high degree of social and economic interaction. The upper- or single-tier municipality, or planning area, will normally serve as the regional market area. Where a regional market area extends significantly beyond these boundaries, however, then the regional market area may be based on the larger market area. Where regional market areas are very large and sparsely populated, a smaller area, if defined in an O.P., may be utilized.</li> </ul>

<b>Recommendation 6: Plan Monitoring and Evaluation</b>	
<b>Opportunities and Challenges</b>	The in-effect Middlesex Centre O.P. provides direction to with respect to managing growth and change over the planning horizon as implemented through the O.P.s and other implementing tools as afforded to the municipality under the <i>Planning Act</i> . In this regard, the G.M.S. provides critical input to



<b>Recommendation 6: Plan Monitoring and Evaluation</b>	
	long-range planning by identifying any future growth, land supply and land demand which ultimately informs a comprehensive policy framework to manage change over the planning horizon.
<b>Recommended Actions</b>	<ul style="list-style-type: none"> <li>• Policies providing direction on plan monitoring and evaluation are required to regularly evaluate the forecasts of the G.M.S. (inclusive of housing and land supply) as implemented through the Middlesex Centre O.P. Relevant policies should establish direction to undertake a regular review and update of the growth forecasts in consultation with the County to ensure the Municipality is providing direction for growth and change in a manner that is consistent with the P.P.S., 2020, and that includes land use management practices that are sustainable over the long-term planning horizon. Policies establishing direction for regular plan monitoring and evaluation may include a robust framework that enables the Municipality to modify growth objectives based on actual supply and demand data, while contemplating a range of planning policy, demographic and economic factors that influence growth and change over the long-term planning horizon.</li> </ul>

## 8.2 Economic Diversification Strategy

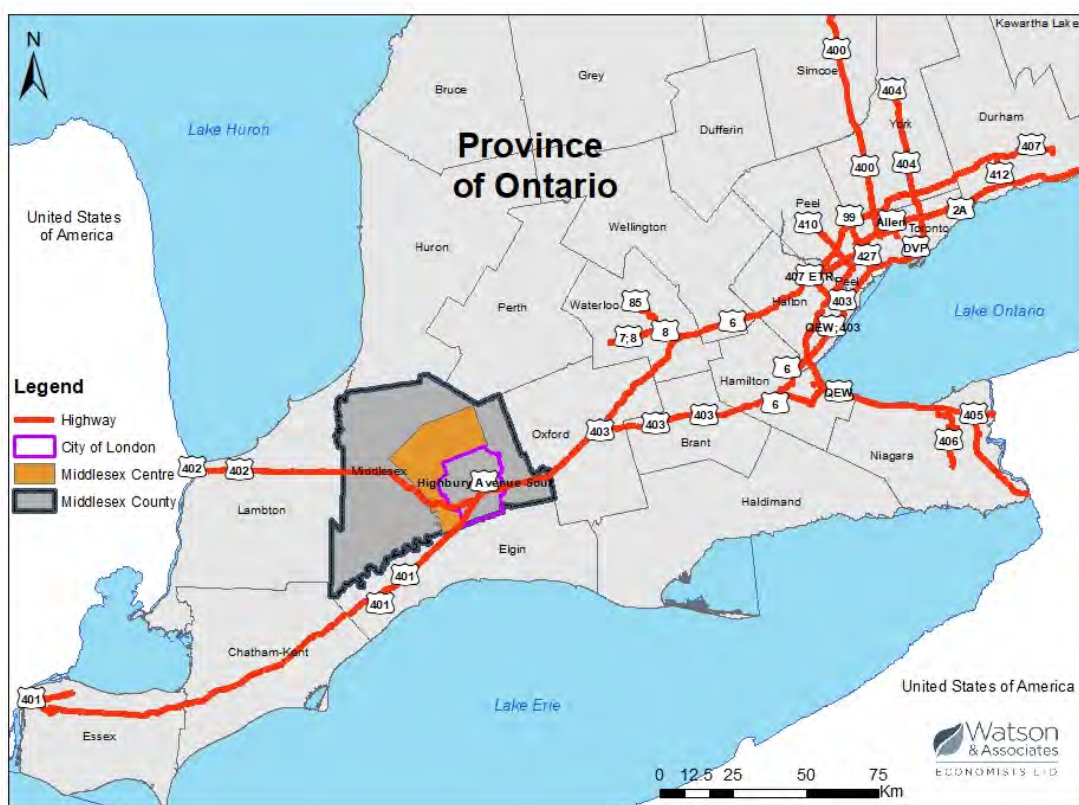
Communities across southern Ontario are in the midst of a demographic and economic shift that requires a re-evaluation of how they address future economic development. To address this shift, economic development strategies have moved well beyond business attraction and towards activities that build economies from within. Economic diversification is considered an opportunity to both support business attraction and expand on the Municipality's existing economic base. This section explores the policy considerations, as well as economic development initiatives in supporting economic diversification.



### 8.2.1 The Municipality of Middlesex Centre within the Regional Context

Located in Middlesex County within southwestern Ontario, Middlesex Centre is geographically well-positioned to attract and accommodate new development across a diverse range of export-based sectors. Middlesex Centre offers good access to Highways 401 and 402, which connect the Municipality to three major border crossings to the United States (U.S.): Windsor/Detroit, Sarnia/Port Huron, and Fort Erie/Buffalo. Over the past decade the Municipality has experienced steady population growth and is anticipated to be one of the fastest growing municipalities in the region over the next several decades. Figure 8-1 geographically illustrates the location of the Municipality of Middlesex Centre within the broader regional context.

Figure 8-1  
Municipality of Middlesex  
Location within Middlesex County and Proximity to City of London



The Municipality of Middlesex Centre shares a high level of socio-economic activity with the broader London Census Metropolitan Area (C.M.A.). It also generally shares the



assets of this region when considering its competitive advantages and strengths in investment attraction (e.g. regional transportation infrastructure and labour force supply). As such, it is important for the Municipality to work with its neighbouring municipalities and the County to market these strengths and enhance the regional profile of this area. It is also important to recognize that the competitiveness of this economic region is dependent on a number of dynamic factors associated with the relative costs of non-residential development (i.e. industrial land prices, property taxes, development charges), labour force supply, and non-residential land needs. These are important factors which require on-going consideration by the County and each of its local municipalities when addressing the relative competitive position of the County and its individual municipalities compared to business retention and investment attraction relative to competitors.

### **8.2.2 What is Economic Diversification?**

The primary objective of an Economic Diversification Strategy is to develop approaches, tools, and policies that better position the local economy towards a wider range of economic sectors, business operations, and land-use activities. Such strategies have been widely adopted by municipalities to encourage sustainable economic growth and prosperity. It is important to recognize that pursuing economic diversification is not limited to attracting new businesses. Economic diversification also includes examining opportunities to support existing businesses in expanding and identifying opportunities for cross-over economic sectors (e.g. agriculture and tourism; agriculture and industrial; education and research; as well as recreational and retail). Cross-over economic sector opportunities typically involve expanding on anchor sectors, institutions, or large employers of the Municipality and creating “spin-offs” or ancillary business operations. An example of a cross-over economic activity within a rural context may include an apple harvester that expands its farming operations to include the pressing of apples for cider, or a farmer who packages cut vegetables into consumer-ready salad. Within an industrial context, an example of cross-over economic activity may include the expansion of a warehousing operation to include on-site assembly and manufacturing.

Economic diversification provides opportunities to provide a range of services to support local residents, including accommodating a wide range of employment opportunities, as well as supporting the local tax base.



### **8.2.3 How Can a Municipality Support Diversification?**

The following are a summary of key areas that a municipality should explore in supporting diversification:

- Ensuring an adequate supply of serviced or “shovel-ready” commercial and employment lands to support economic development and export activities;
- Reviewing land-use policies that are reflective of recent economic trends and the anticipated outlook for industrial and commercial development;
- Reviewing land-use policies that support employment growth within the rural area, including on-farm diversified activities;
- Promoting vibrant downtown and commercial areas that support office uses, tourism, and consumer spending within the municipality; and
- Identifying key sectors for economic development promotion.

It is important to recognize that economic diversification requires municipalities to balance supporting new opportunities while ensuring compatibility with existing businesses and residential uses. Economic development goals must be further balanced against the protection of the environment and agricultural lands.

### **8.2.4 Diversification in Middlesex Centre**

#### **8.2.4.1 Sectoral Employment Diversification in Middlesex Centre**

Figure 8-2 summarizes the share of the employment base in Middlesex Centre by major employment sector in comparison with the Province. As summarized in Figure 8-2, Middlesex Centre has an employment base that is more distributed across the sectors compared to the Province, suggesting that Middlesex Centre has diverse employment base. The employment base distribution within Middlesex Centre ranges from 8% to 25% compared to 1% to 26% for the Province. Employment within the Province includes a concentration within the service providing sectors of office, retail and personal services and institutional sectors, which comprise 67% of the employment in the Province compared to 48% in the Municipality of Middlesex Centre. Middlesex Centre offers a larger share of employment in primary and construction and utilities sectors compared to the Province.<sup>[1]</sup>

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<sup>[1]</sup> Based on EMSI OMAFRA Analyst data.



The calculation of the level of diversification in a local economy can be calculated based on the Herfindahl-Hirschman Index (H.H.I.) of Concentration.<sup>[1]</sup> The H.H.I. is calculated by squaring the share of employment by each sector and then summing the results.<sup>[2]</sup> H.H.I. ranges from 0 to 1, where 1 implies a full concentrated market. Lower H.H.I. means low market concentration and, as a result, a more diversified economy. Middlesex Centre has a H.H.I. of 0.17 which suggests a more diverse employment base than the Province which has an index of 0.19. The H.H.I. has increased from 0.15 in 2011 to 0.17 in 2020 in Middlesex Centre, suggesting that employment growth added since 2011 has contributed towards a larger concentration of employment. Employment in Middlesex Centre has become increasingly concentrated in construction and utilities and retail and personal services sectors since 2011.

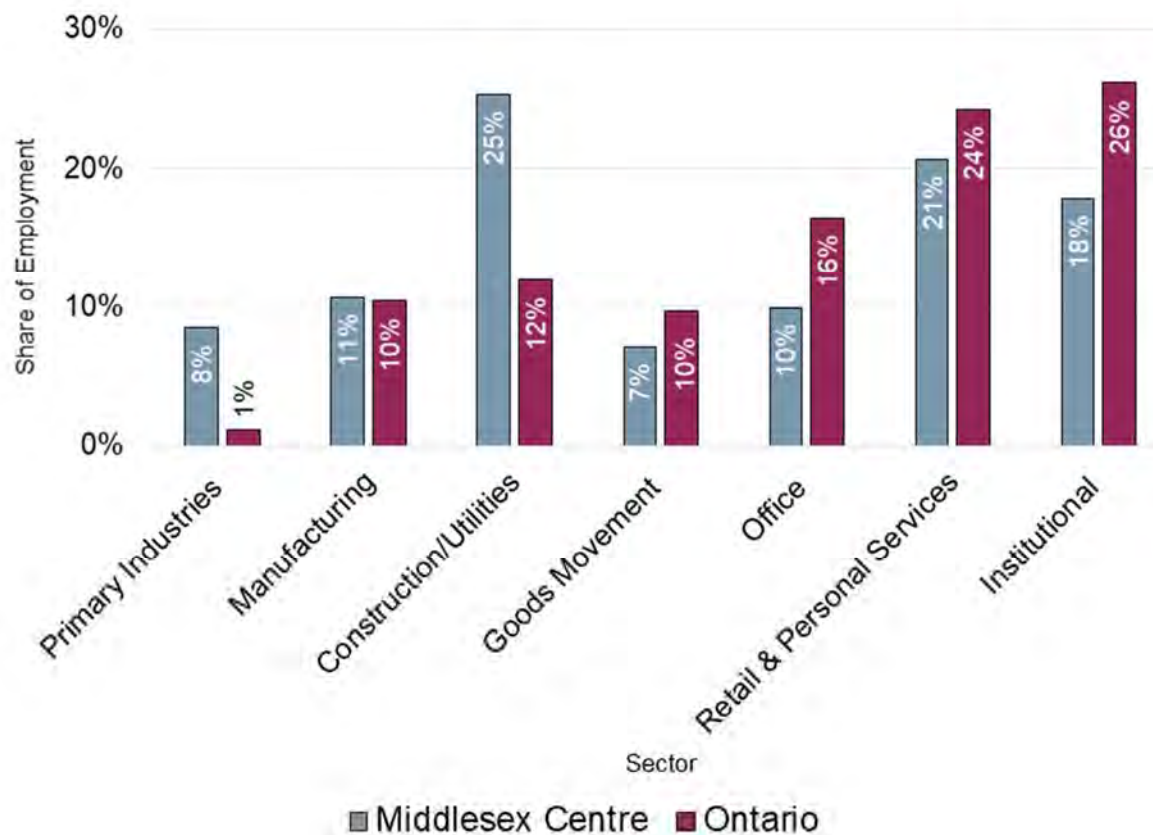
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[1] H.H.I. is a commonly used metric to understand concentration in employment, G.D.P. and other economic indicators.

[2] H.H.I. is calculated for Middlesex Centre based on squaring the employment sectors shares summarized in Figure 8-2, as the following:  $(.08)^2 + (.11)^2 + (.25)^2 + (.07)^2 + (.10)^2 + (.21)^2 + (.18)^2 = 0.17$ .



Figure 8-2  
Municipality of Middlesex Centre and the Province of Ontario  
Share of Employment by Sector, 2020



Source: Derived from EMSI O.M.A.F.R.A. Analysis data by Watson & Associates Economists Ltd., 2021.

#### 8.2.4.2 *Land Base Diversification of Economic Activities in Middlesex Centre*

While Middlesex Centre has a diverse employment base, the majority of developed properties within the Municipality are either agricultural or residential, with comparatively few industrial or commercial properties. It is estimated that the County has approximately 54,940 ha of agricultural land,<sup>[1]</sup> 26 ha of developed commercial land<sup>[2]</sup>

<sup>[1]</sup> Based on O.M.A.F.R.A. Agriculture Profile for the Municipality of Middlesex Centre, 2016.

<sup>[2]</sup> Includes developed commercial lands in Arva, Delaware, Ilderton and Komoka-Kilworth.



and 17 ha of developed industrial land.<sup>[1]</sup> Provided below is a brief summary of the land base of agriculture, commercial and industrial uses, including an identification of opportunities.

#### 8.2.4.2.1 **Agricultural Lands**

##### Overview of Agriculture Lands

It is estimated that the Middlesex Centre has approximately 500 farms operating on 54,940 ha of agriculture land within the Municipality. Middlesex Centre represents just under a quarter (23%) of the agricultural land within the County of Middlesex and a larger share of the County's specialty crop land.<sup>[2]</sup> According to the P.P.S., 2020, specialty crop areas are given the highest priority for protection given the importance of these lands to Ontario's agri-food network.<sup>[3]</sup> Nearly half (48%) of the County's land for apple crop land is within Middlesex Centre.<sup>[4]</sup> Specialty crops provide opportunities for cross-over sector opportunities including agri-tourism and agri-industrial uses.

Corn for grain is the largest use of agricultural land in Middlesex Centre (approximately 35% of the agriculture land base), followed by soybeans (31%), winter wheat (18%), hay (5%) and corn for silage (3%; corn for silage is cattle feed). All other agriculture uses represent 8% of the agricultural land base. While Middlesex Centre has a large concentration of the County's specialty crop land, specialty crop land represents a small portion of the agriculture land base in Middlesex Centre.<sup>[5]</sup>

Like the County, the agriculture sector in Middlesex Centre has a high level of technology adoption compared to the provincial average based on Statistics Canada 2016 Census of Agriculture. It estimated that approximately 65% of farms in Middlesex Centre (similar to the County) reported using computers/laptops for farm management compared to 56% of farms within Ontario. Furthermore, it is estimated that 41% of the farms in the Municipality use G.P.S. technology to improve precision of farming

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[1] Estimates by Watson & Associates Economists Ltd.

[2] Provincial Policy Statement, 2020, policy 2.3.1.

[3] Based on O.M.A.F.R.A. Agriculture Profile for the Municipality of Middlesex Centre, 2016.

[4] Ibid.

[5] Based on O.M.A.F.R.A. Agriculture Profile for the Municipality of Middlesex Centre, 2016.



compared to 28% of farms in Ontario.<sup>[1]</sup> As noted in the Middlesex County Updated Economic Development Strategy, the County's high level of adoption of technology in the agriculture sector bodes well for the County in supporting agri-business innovation spin-offs, as well as preparing for challenges related to climate change which threaten the sustainability of food production in Canada.<sup>[2]</sup>

### Provincial Policy Direction for Agriculture Uses

The P.P.S., 2020 supports on-farm diversified uses which allow farms to explore options for generating income to help support agriculture for the long term. Diversification is key for the agriculture sector given the increasing unpredictable weather conditions due to climate change. The ability to supplement income of agricultural operations provides resilience to farmers during tough conditions. The policies in the P.P.S., 2020 allow for on-farm diversified provided that the uses are on a farm and follow the provincial and local criteria.<sup>[3]</sup> According to O.M.A.F.R.A. Guidelines on Permitted Uses in Ontario's Primary Agriculture Areas, on-farm diversified uses are required to be a secondary function related to the primary function of the farm, limited in area and includes industries such as home occupations, agri-tourism and uses that produce value-added agricultural products.<sup>[4]</sup>

At a Municipal and County level there are specific O.P. policies on agriculture land-uses. According to the County of Middlesex O.P., "farm-related commercial and industrial uses shall not require large volumes of water nor generate large volumes of effluent and shall be serviced with appropriate water supply and sewage treatment facilities."<sup>[5]</sup> As such, farm-related industrial uses, such as cidery that requires a large volume of water may not be permitted. The Municipality of Middlesex O.P. permits "commercial or industrial activities directly related to agriculture and required in close proximity to associated farming operations, or 'value-added' agriculturally related uses."<sup>[6]</sup> Further, the Municipality of Middlesex Centre permits retail sale of farm

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[1] Statistics Canada, 2016 Census of Agriculture, Table 32-10-0446.

[2] Middlesex County Updated Economic Development Strategy prepared by MDB Insight Inc., December 2020.

[3] Provincial Policy Statement, 2020, policy 2.3.3.1.

[4] Guidelines on Permitted Uses in Ontario's Prime Agriculture Areas, Publication 851, p. 3.

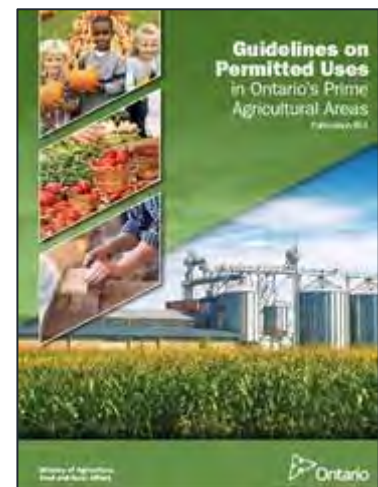
[5] County of Middlesex Official Plan, policy 3.3.5, p. 3-6.

[6] Municipality of Middlesex Centre Official Plan, policy 2.1, p. 17.



products produced on individual properties or communally among neighbouring farms. Communal operations would require an appropriate size, scale or nature that maintains the character of the rural area. The size and scale are further regulated by the Municipality's zoning by-law.<sup>[1]</sup> Local policies on-farm business activities vary across the Province. The Township of Wellesley O.P for example, has comprehensive policies on on-farm business activities and agriculture uses. In addition, to the policies, the Region of Halton provides a separate guidelines document on-farm business which implements the policies of the Region's O.P.

The O.M.A.F.R.A. Guidelines on Permitted Uses in Ontario's Primary Agriculture Areas organizes agriculture economic activities into three broad following categories: agriculture, agriculture-related and on-farm diversified activities. Agriculture uses include uses farming and supporting uses for the individual farm operations. Agriculture-related uses include uses that generally serve the local production of the area, while on-farm diversified uses include secondary agriculture uses that are compatible with the agriculture function. On-farm diversified uses are value-added uses. Agriculture-related uses include uses that are primarily retaining the quality of the agriculture function of the area, as well as support value-added uses. The following provides a brief description of some of the permitted uses in accordance with the P.P.S., 2020.



Guidelines on Permitted Uses in Ontario's Prime Agriculture Areas

- **Agriculture:** cropland; pastureland; feedlot; aquaculture; Christmas tree and nurseries; barns, manure storage and other associated buildings and structures; grain dyers and feed storages; accommodation for full-time farm labour; minimum amount of processing to make a produce marketable (e.g., extracting honey); horse farm; greenhouse for growing plants; and tobacco kins or storage barns.

The following are permitted agriculture uses for on-farm buildings and structures: cold storage; washing, sorting and grading; farm implement/driveshed.

- **Agriculture-related:** agriculture research centre and farm equipment repair shop. The following are permitted uses if the products are grown in the area or

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<sup>[1]</sup> Guidelines on Permitted Uses in Ontario's Prime Agriculture Areas, Publication 851.



service the local area: apple storage and distribution; farmer's market, processing of produce; grain dryer; winery; abattoir; flour mill; livestock assembly yard; auction and farm input suppliers (e.g. feed, seed and fertilizer).

- **On-Farm Diversified Activities:** value-added uses that could use feedstock from outside the agriculture area (e.g. cheese factory, cidery, winery); home occupations (e.g., veterinary clinic, art studio, professional office); home industries (e.g., sawmill, welding, woodworking shop); agri-tourism and recreation uses (e.g., hay rides, golf driving ranges, petting zoo, bed and breakfast, wine tasting, seasonal activities (pumpkin patch/hallowe'en)); small cafes/restaurants; and farmgate retail uses (e.g., produce sales, crafts).<sup>[1]</sup>

### Local Policy Direction for Agriculture Uses

The Municipality should review the agriculture O.P. policies to provide examples and criteria of the permitted uses for agriculture, agriculture-related and on-farm diversified activities based on the O.M.A.F.R.A. Guidelines on Permitted Uses in Ontario's Primary Agriculture Areas and the P.P.S., 2020. The P.P.S., 2020 allows for municipalities to develop their own criteria for permitted uses in the O.P., provided that the policies achieve the same objectives as the provincial guidelines and there is justification that the policies align to the P.P.S., 2020. The Municipality will also need to include policies on permitted sizes and scale of non-industrial uses on agriculture lands based on building to land ratio coverage, maximum gross floor area for non-industrial uses, as well as policies on the location of development of non-industrial uses (e.g., clustering of non-industrial uses).<sup>[2]</sup>

The existing O.P. policies for the function of Rural Industrial Areas does not mention the importance of Rural Industrial Areas in supporting the agriculture sector. The Municipality should consider reviewing the O.P. policies of Rural Employment Areas to stress the importance of Rural Industrial Areas as providing the opportunity for agriculture and recreational supporting activities, such as construction laydown/equipment yards, cold storage facilities, horticulture sales, seasonal equipment storage (e.g., boat storage), small-scale transport terminals, residential farm cooperatives and agriculture auction yards. As previously discussed, according to the County of Middlesex O.P., industrial

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[1] Guidelines on Permitted Uses in Ontario's Prime Agriculture Areas, Publication 851, p. 3.

[2] Ibid., p. 4.



and commercial uses that require large volumes of water and effluent are not permitted on dry industrial uses, such as Rural Industrial Areas in Middlesex Centre.

### Initiatives to Support Agriculture Businesses

The following is a list of initiatives that the Municipality could explore in supporting the local agriculture businesses.

- Consider adding a webpage on the Municipality’s website site devoted to listing local agriculture businesses that provides information where to find locally source products (such as a webpage called “Grown in Middlesex Centre”). This could be done in collaboration with the County of Middlesex.
- Monitor planning and development requests and inquiries by the agriculture sector to understand common concerns and trends to ensure that planning policies and bylaws reflect the evolving nature of the agriculture sector.
- Draw awareness of the opportunities and for on-farm diversification on the Municipality’s website with examples of opportunities. As an example, the County of Brant provides a webpage with links to municipal and provincial resources.<sup>[1]</sup>
- Explore the opportunity to leverage the Western University’s Institute for Chemicals and Fuels from Alternative Resources (I.C.F.A.R.) near Ilderton, as shown in Figure 8-3. I.C.F.A.R. houses pilot plant research space and is a bridge between academic with industrial-scale research. There is an opportunity to use this facility as major anchor for agriculture innovation in the Municipality and supporting surrounding Employment Areas.

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<sup>[1]</sup> Municipality of Middlesex Centre Official Plan, policy 7.1.2., p. 64.



Figure 8-3  
Location of Western University  
Institute for Chemicals and Fuels from Alternative Resources (I.C.F.A.R.)



Source: Google Earth Imagery.



Source: Western University. 20,000 sq.ft. I.C.F.A.R. research building.

#### 8.2.4.2.2 Commercial Lands

##### Municipality of Middlesex Centre Commercial O.P. Designations

The Municipality of Middlesex Centre O.P. includes three designations for commercial development: Rural Commercial Areas; Village Centres and Settlement Commercial



Areas which supports different commercial functions. Provided below is a brief description of the designations.

**Rural Commercial Areas** includes lands designated for Rural Commercial purposes outside of settlement areas represent lands either developed for commercial purposes that are considered appropriate for Rural Commercial uses such as automobile sales, automobile service stations and gas bars, public garages, building supply outlets or lumber yards, motels and accessory restaurants, farm machinery and equipment sales and service, farm supplies and drive in restaurants.<sup>[1]</sup>

The Rural Commercial Areas are not intended to permit the expansion or designation of additional Rural Commercial lands outside of settlement areas within the Municipality. Further, retail uses that would compete with retail sales in commercial areas, or that function as a regional commercial role, are not permitted, such as grocery stores, apparel stores and general merchandise stores. Uses that consume a large amount of water are also not permitted, such as laundromats and car washes.<sup>[2]</sup>

**Village Centres** are the centres of commercial activity and intended to function as a place for community gathering, similar to a Central Business District. New commercial development and mixed use is encouraged to the village centres. Uses permitted in the Village Centre include convenience retail, personal services, offices uses, restaurants, hotels and entertainment and recreational facilities that are compatible in terms of scale and function with the village centre. Institutional uses such as post offices, libraries and civic offices are encouraged to locate within Village Centres recognizing the importance of these uses to the viability of the Village Centre. Generally, Village Centres are intended to accommodate the majority of commercial and institutional services in the settlement areas. Residential uses are permitted at a scale that is compatible with the function of the Village Centre and residential uses are encourage above commercial uses.<sup>[3]</sup>

**Settlement Commercial Areas** provide the opportunity for general retail, personal services, recreational uses, restaurants and office uses, including larger commercial uses that do not undermine the planned function of the Village Centres. Retail uses

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[1] County of Brant website: <https://www.brant.ca/en/invest-in-brant/on-farm-diversified-uses>

[2] Ibid., p. 65.

[3] Municipality of Middlesex Centre Official Plan, policy 5.3.1 and 5.3.2 p. 45.



such as department stores and general merchandise stores are not permitted, as these uses have the potential to undermine the planned function of Village Centres.<sup>[1]</sup> Further, proposals for the expansion/establishment of a Settlement Commercial Area or a proposal for a commercial use not contemplated for the Settlement Commercial Area require a commercial market analysis, including other planning and transportation studies.<sup>[2]</sup>

### Local O.P. Policy Direction for Commercial Designations

The Municipality should review the Settlement Commercial Area and consider expanding the permissions to allow for department stores and general merchandise stores. These uses within small markets typically include discount retailers that require parking facilities due to a regional trade orientation, such as Giant Tiger, Winners/ HomeSense and Canadian Tire. The Settlement Commercial Areas should be seen as an opportunity to reduce retail leakage to other municipalities (such as the City of London) and as anchor to the commercial base of the settlement areas, benefiting the Village Centres.

Further, it is recommended that the Municipality consider reviewing the Village Centre designation and exclude automotive commercial uses, such as fast-food restaurants with drive-thru, building supply stores, gas stations, automotive services, automotive dealerships from permitted uses. These uses undermine the ability to create a vibrant mixed-use environment.

### Commercial Base in Middlesex Centre Urban Settlement Areas

Developed commercial land within the urban settlement areas of Ilderton and Komoka-Kilworth accommodate 258,000 sq.ft./24,000 sq.m of commercial building space primarily serving the local and surrounding rural area. It is estimated that these urban settlements have approximately 37 sq.ft. of commercial building space per capita as of 2021.<sup>[3]</sup> The commercial building space relative to population is considered low (there is less commercial space per resident) in comparison to comparable sized communities, but is primarily due to the influence of a larger urban centre in proximity (City of London). Over the forecast it is anticipated that Ilderton and Komoka-Kilworth will

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[1] Municipality of Middlesex Centre Official Plan, policy 5.4., p.46 and 47.

[2] Ibid., policy 5.4.4, p.47.

[3] Based on estimates by Watson & Associates Economists Ltd.



further expand their commercial base but maintain a slightly lower per capita level (at approximately 36 sq.ft. per resident) by 2046, recognizing e-commerce trends. Opportunities to expand the commercial base include providing more local-serving retail uses (grocery, pharmacy, personal services, professional services, health services and automotive services), as well as catering to same-day visitors from southwestern Ontario and G.G.H. with tourism-related services. The Municipality's strong and vibrant agriculture base provide an opportunity to promote a cross-over of agriculture and commerce activities, including farmgate sales (retail sales on agriculture lands).

Commercial building space within Komoka-Kilworth is estimated at 197,000 sq.ft./18,300 sq.m. Recent commercial developments have included a new Foodland grocery-anchored plaza (The Shoppes of Komoka) and a Home Hardware store. Commercial space is largely comprised of modern free-standing retail buildings and retail plazas built in the last 20 years.

Komoka-Kilworth does not have a Central Business District (C.B.D.) or a focal point of the community. According to the Municipality of Middlesex Centre Strategic Plan, a key objective for the Municipality is the creation of an identifiable village centre (mix use centre) with a "traditional Main Street" in the Komoka area that will build upon the approved Middlesex County Glendon Drive Corridor Study (Environmental Assessment).<sup>[1]</sup> Civic uses, such as libraries, public administration offices, recreational facilities and museums are an important component in anchoring C.B.D. or downtown area. These uses provide additional function to the C.B.D. or downtown. A successful focal point of a community requires a multiple function. The recently built, Middlesex Wellness and Recreational Centre situated in the vicinity of this area will act as an important anchor to the Village Centre. Commercial services (personal services, food services, health services and professional services) are typically a primary business target within a mixed-use environment. Mixed-use areas with a lot of foot traffic tend to have a greater range of commercial uses, including comparison-base commercial uses, such as apparel, general merchandise and gift stores. Larger retailers such as grocery stores and hardware stores typically prefer locations on the periphery of the urban settlement area in small markets.

The largest commercial space within Ilderton is an insurance office (Middlesex Mutual Insurance Company) of approximately 8,000 sq.ft./740 sq.m. The remaining

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<sup>[1]</sup> Municipality of Middlesex Centre Strategic Plan, 2021-2026, p. 7.



commercial uses range from 500 to 3,000 sq.ft. (46 sq.m to 280 sq.m) and primarily includes personal services, small office uses, restaurants and health care services. Ilderton lacks a grocery store, a key component in drawing local residents to commercial areas.

### Urban Settlement Area Commercial Land Requirements

Over the forecast it is estimated that approximately 370,000 sq.ft./34,400 sq.m of building space would be required over the 2021 to 2046 period to accommodate commercial and institutional uses on commercial sites.<sup>[1]</sup> As summarized in Figure 8-4 the commercial building space would increase from 258,000 sq.ft./24,000 sq.m as of 2021 to approximately 628,000 sq.ft./58,300 sq.m by 2046.

As summarized in Figure 8-5, approximately 14 net ha of commercial designated land is required to support this commercial growth.<sup>[2]</sup> The Municipality has approximately 13 ha of vacant designated commercial lands within Komoka-Kilworth and Ilderton. The Municipality has a slight deficit (1 ha) of vacant commercial lands to accommodate commercial development. While commercial demand is anticipated to be the strongest in Komoka/Kilworth, there is only less than 1 ha of vacant commercial land within Ilderton. Over the next 25 years there will be a need to add commercial lands within Ilderton (refer to Section 8.2.8.2). Commercial lands within Komoka-Kilworth are anticipated to be sufficient over the next 25 years. To better understand the commercial land needs, it is recommended that the Municipality prepare a commercial land needs study that would review the suitability of the commercial land supply to meet commercial demand.

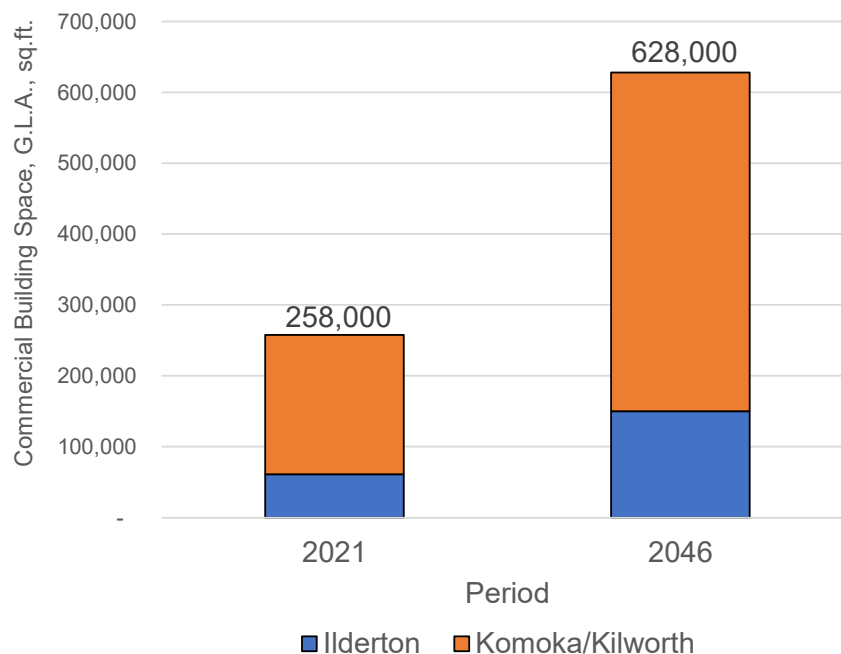
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<sup>[1]</sup> Based on 70% commercial employment growth on commercial sites and 25% of institutional employment growth on commercial sites. Floor space per worker assumption of 450 sq.ft. per worker.

<sup>[2]</sup> Based on a coverage of 25% ( $370,000 \text{ sq.ft.} \times 4 = 1,480,000 / 107,639 = 14 \text{ ha}$ ).



Figure 8-4  
 Municipality of Middlesex Centre  
 Urban Settlement Areas  
 Commercial Building Space Gross Leasable Area (G.L.A.), sq.ft.  
 2021 and 2046



Source: Watson & Associates Economists Ltd.

Figure 8-5  
 Municipality of Middlesex Centre  
 Urban Settlement Areas  
 Commercial Land Requirements

Commercial Building Space Demand	370,000 sq.ft. (3.4 ha)
Target Building Coverage	25% (3.4 x 4 = 14 ha)
Commercial Land Demand	14 ha
Designated Commercial Vacant Land Supply	13 ha
Designated Commercial Land Shortfall	-1 ha



### Commercial Development Initiatives

The following is a list of initiatives that the Municipality could explore in supporting the commercial sector.

Maintain an inventory of available commercial building space and commercial lands within the Municipality.

- Provide online demographic information on the local population base and housing activity of the urban settlement areas for prospective retailers and commercial businesses unfamiliar with the Municipality.
- Continue to support the two Business Improvement Associations (B.I.A.), Ilderton Business Association and Komoka-Kilworth Business Association and explore opportunities to collaborate on key commercial initiatives.
- Enhance information related to tourism and visitor information on the Municipality's website, including actively promoting the Ilderton Fair during the fall season, highlighting the Del-Ko-Brydge website as a place where residents can shop locally, and bring awareness to the provincial park and conservation areas in the Municipality. As an example, the Municipality of Strathroy-Caradoc provides on their website downloadable PDF guides.<sup>[1]</sup>
- Explore opportunities to generate interest of the commercial areas, such as a commercial pop-up contest that provides a short-term lease for a vacant retail space for prospective entrepreneurs. Several municipalities across Ontario have done such a program, including the City of Belleville and the Municipality of Central Huron (Clinton). These programs generate interest about the community's commercial base and encourage residents to consider entrepreneurship.

#### **8.2.4.2.3 Employment Lands**

##### Municipality of Middlesex Centre Employment Lands O.P. Designations

The Municipality of Middlesex Centre O.P. includes two designations for industrial development or Employment Lands development: Rural Industrial Areas and

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<sup>[1]</sup> Municipality of Strathroy-Caradoc: <https://www.strathroy-caradoc.ca/en/doing-business/Maps.aspx>.



Settlement Employment Areas. Provided below is a brief description of the O.P. Employment Lands designations.

**Rural Industrial Areas** are clusters of dry industrial areas (without municipal servicing of water and wastewater located outside settlement areas). According to the Municipality of Middlesex O.P., the establishment of new or additional Rural Industrial Area lands is not permitted. Permitted uses include a broad range of industrial uses including the manufacturing, wholesaling/warehousing, repair and storage of goods and materials. In addition, uses accessory to industrial operations such as offices and factory retail outlets accessory and subordinate to an industrial use are also permitted. Other permitted uses include research facilities, public facilities and recycling operations.<sup>[1]</sup>

**Settlement Area Employment Areas** are clusters of industrial uses within the Settlement Areas and generally have full municipal servicing. Permitted uses include a range of industrial uses manufacturing, wholesaling/warehousing, repair and servicing and storage of goods and materials. Additional uses include office park uses, including office buildings and research facilities. Limited retail and personal service uses are permitted that are compatible with the Employment Area. Within Community Settlement Areas, where municipal water supply is not available, these Employment Areas will be limited to be dry industrial areas.<sup>[2]</sup>

#### Local O.P. Policy Direction for Employment Land Designations

The Municipality should consider providing a clear distinction of the permitted uses within Rural Industrial Areas and Settlement Employment Areas in the O.P. As previously discussed, policies of Rural Industrial Areas should stress the importance of serving the rural economy, including supporting agriculture, resources and recreation in accordance with the P.P.S., 2020 policies. Further, the Municipality should consider a breakdown of Settlement Employment Areas into two designations based on municipal servicing. Fully serviced Employment Areas should be targeted for higher yielding employment uses or uses consuming a high level of water use, such as manufacturing. Further, these lands should be prioritized for intensification and office uses. Future

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<sup>[1]</sup> Municipality of Middlesex Centre Official Plan, policy 7.1, p. 64.

<sup>[2]</sup> Ibid.



expansion or new Employment Area land should include lands with existing or potential full servicing in accordance with the P.P.S., 2020.<sup>[1]</sup>

### Employment Area Land Base in Middlesex Centre

Typically, Employment Areas accommodate employment lands employment (employment in industrial-type buildings) or export-based activities (i.e., Goods Producing or Goods Movement) that cannot be accommodated elsewhere in an urban settlement area due to the need for buffering from other uses. As such, these uses are considered a key component in diversifying the local economic base. According to the P.P.S., 2020, these Employment Areas are to be protected from sensitive uses that have a low degree of compatibility, such as residential, schools and major retail uses.

As previously discussed in Chapter 4, the Municipality does not have developed and occupied Employment Areas. There are, however, some developed industrial sites located in Komoka-Kilworth and Ilderton (refer to section 4.2.4). The Municipality currently has a vacant land Employment Area land supply of approximately 151 gross ha of designated Employment Areas.

### Urban Designated Employment Area Land Requirements

As previously discussed in Chapter 7 there is a need for approximately 153 gross ha of urban land to accommodate Employment Area growth to 2046. As a result, a settlement boundary expansion is required to accommodate this need to accommodate serviced employment land sites.

In order for Middlesex Centre to continue to be competitive and attractive to a broad range of industrial and commercial sectors, the Municipality needs to ensure that it offers a sufficient supply and market choice of municipally serviced employment lands. Most notably, this should include a diverse supply of sites in terms of location and size (e.g. ranging from 1 ha up to 25 ha) with good transportation access and proximity to major highway interchanges as well as other local/regional transportation infrastructure.

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<sup>[1]</sup> Provincial Policy Statement, 2020, policy 1.6.6.2, p. 18.



### Settlement Employment Land Development Initiatives

The following is a list of initiatives that the Municipality could explore in supporting the industrial sector and Employment Land Development.

- Maintain an inventory of shovel-ready employment land and monitor the supply.
- Explore opportunities and potential partnerships to support business start-ups with facility space requirements, such as incubators that provide flexible low-cost space. Several municipalities, lower and upper-tier/single-tier municipalities across Ontario have created incubator programs. The Municipality of Dysart et al in Haliburton County for example has an incubator program in a former library that provides facilities spaces to local entrepreneurs which includes internet services in area with a lower level of internet services. The Town of Innisfil has partnered with a technology company (DMZ) to create a virtual incubator program that targets local technology entrepreneurs with the tools to grow, including workshops and mentorship.
- Given the potential challenges with respect to development feasibility, there is a need to reduce uncertainty associated with planning approvals and development costs. To address this, some Ontario municipalities are undertaking pre-screening of studies required for industrial development (e.g. servicing strategies, environmental studies, source water protection requirements, archaeological assessment studies, etc.). Existing provincial programs (Investment Ready Certified Program) can help fund a portion of the costs required to make industrial areas/business parks investment ready.
- A large portion of business growth comes from existing and small businesses which generally have limited knowledge or capital in developing a site. To address this, the Municipality should support and target the development of multi-tenant industrial buildings.

### **8.2.5 Local Perspectives on Diversification**

Six local stakeholders representing a cross-section of sectors were interviewed in order to better understand the current state of the Municipality's employment base and



opportunities for economic diversification.<sup>[1]</sup> These interviews provided local insight in developing a cohesive vision related to future local economic opportunities for Middlesex Centre. The following is a summary of the interviews organized in a S.W.O.C. (Strengths, Weaknesses, Opportunities and Challenges) Analysis for the Municipality of Middlesex Centre in accommodating economic diversification and employment growth.

### **Strengths and Opportunities in Middlesex Centre**

- Proximity to 400-series highways (Highways 401 and 402) provide an untapped opportunity to accommodate industrial development. Further, other key infrastructure available in and in proximity to the Municipality that are considered a benefit in attracting industrial development include truck weigh scales/ inspection stations, local fertilizer operations and a railway line.
- Southwest Community Transit (S.C.T.) initiative, is provincial pilot inter-city transit service that has the potential to expand its limited transit service to the area. The S.C.T. provides connectivity to rural communities with large urban centres. There is a transit stop within Komoka that provides transit services to Strathroy and London.
- Growing residential population base and high average household incomes provide an opportunity to accommodate commercial growth.
- Community is supportive of locally owned businesses and generally wants to see local enterprises succeed. Local institutions are leveraged to support the business community, including churches that provide their kitchen spaces for local start-ups in food preparation and processing (it was noted by two stakeholders that these facilities are licensed for food handling/processing and provide temporary space).
- Agriculture is an important component to the identity of the Municipality and efforts should be made to ensure the resilience of this industry, through diversification economic opportunities.

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<sup>[1]</sup> Six local stakeholders were interviewed with Watson & Associates Economists Ltd. with approximately 1-hour discussion in November and December. Individuals and representatives include those in the real estate industry, business associations, County Economic Development and local business support organizations (The Business Help Centre of Middlesex County).



- Proximity to a large market (City of London) with opportunity for labour, as well as opportunity for growth in the same-day tourism market.
- There is a strong relationship between entrepreneurship and the agriculture sector, food processing is a large source of new start-ups in the area.
- Ilderton has a historical core that has the potential in cultivating the creative industries (e.g., artisans and studios).
- Local festivals, including the Ilderton Agriculture Fair is considered a potential opportunity to showcase local innovation in agriculture.
- The agriculture sector is progressive in Middlesex Centre, with high rate of technology adoption (including utilizing robotics), high rate of entrepreneurship in forming secondary industries and growing interest in embracing green technology.
- Western University has a strong presence in the community – research institution and teaching medical clinic.
- Opportunity to leverage the Western University’s Institute for Chemicals and Fuels from Alternative Resources (I.C.F.A.R.) near Ilderton. I.C.F.A.R. houses pilot plant research space and is a bridge between academic with industrial-scale research. There is an opportunity to use this facility as major anchor for a Rural Employment Area.

### **Weaknesses and Challenges in Middlesex Centre**

- The Municipality is not perceived as a major industrial competitor in the regional area. The Municipality is known as having a large agriculture base and a growing residential base, however other economic aspects of Middlesex Centre are not as well known.
- The City of London is a dominant industrial competitor in the regional market area maintaining a supply of municipality-owned industrial lands that are sold at a competitive price.
- There is a lack of serviced industrial (Employment Area) lands that can accommodate industrial employment growth.
- While the Municipality is in proximity to a large labour market, the municipal lacks transit connectivity that would attract a broad range of employees. Further, there is a need for affordable housing and range of housing options to support a diverse local employment base.



- While the community is leveraging existing institutions to support entrepreneurship, such as local churches, it is noted that as the community grows it may require more capacity in supporting local start-ups.
- Population growth in Middlesex Centre is largely due to ease in commuting to the City of London as the Municipality's urban settlement areas are conveniently situated within a short drive to anywhere within the City of London.
- The lack of a community node or pedestrian friendly Main Street within Komoka-Kilworth to cater to same-day visitors and support local social opportunities.
- Lack in range of commercial building space, such as rental unit sizes and retail rental products. The City of London provides a range of commercial rental products, including those that are more “budget friendly” to start-ups. It is noted that there are vacant commercial units in Kilworth.
- While there is support for additional commercial development within the Municipality, it is noted that is general need to consider in maintaining the small-town character of the Ilderton, including its historical buildings, such as residential uses within Ilderton.
- Residents have good access to a range of shopping options within a short drive within London.

Overall, based on the interviews, it was generally agreed that the Municipality has the potential to support a diverse employment and economic base. Opportunities to maximize the municipality's competitive position, include the following key themes:

- Providing a supply of serviced employment lands with proximity to local and regional transportation assets;
- Supporting diversification in agriculture;
- Continue to support local entrepreneurship, by identifying opportunities to accommodate temporary facility needs of local start-ups;
- Encouraging a range of commercial opportunities by providing different location options; and
- Marketing and drawing awareness of the Municipality about its range of economic opportunities.

For additional information about the questionnaire, please refer to the Appendix F.



## 8.2.6 Inventory of Community Assets

The Municipality of Middlesex Centre has a number of community assets to support economic development and economic diversification as discussed throughout this chapter. Provided below is a summary of community assets that the Municipality can leverage to support further economic development.

Figure 8-6a  
Municipality of Middlesex Centre  
Community Assets

Community Asset Category	Assets
<b>Agriculture Sector</b>	<ul style="list-style-type: none"> <li>• 500 farms operating in Middlesex Centre with 54,940 ha farmland. Specialty crop land: 336 ha (apple crops and maple syrup production).</li> <li>• Arva Flour Mill and various farm supply support businesses.</li> <li>• Farmers have a high adoption of technology.</li> <li>• Agriculture is a large part of community identity.</li> </ul>
<b>Employment Areas</b>	<ul style="list-style-type: none"> <li>• Growing commuting shed, includes the City of London.</li> <li>• A blend of rural and urban Employment Areas.</li> <li>• 95 ha vacant of Employment Area land as of 2021.</li> <li>• Land available to expand near 400-series highway.</li> <li>• There is a demand for a range of export-based industries.</li> </ul>
<b>Urban Settlement Commercial Areas</b>	<ul style="list-style-type: none"> <li>• Growing population base and tourism potential.</li> <li>• 258,000 sq.ft. of commercial building space as of 2021.</li> <li>• 13 ha of vacant designated commercial land.</li> <li>• There is demand for local-serving retail uses.</li> </ul>
<b>Business Associations and Organizations</b>	<ul style="list-style-type: none"> <li>• Ilderton Business Association</li> <li>• Ilderton Agricultural Society</li> <li>• Middlesex County Federation of Agriculture</li> <li>• Komoka-Kilworth Business Association</li> <li>• Explore Del-Ko-Brydges commercial business website</li> <li>• The Business Help Centre of Middlesex County</li> <li>• Invest in Middlesex (County of Middlesex)</li> <li>• YMCA of Southwestern Ontario</li> <li>• Various places of worship with community facility space</li> </ul>



Figure 8-6b  
Municipality of Middlesex Centre  
Community Assets

Community Asset Category	Assets
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>• Connectivity to 400-series highways (Highways 401 and 402) and connections to the City of London</li> <li>• Railway connectivity</li> <li>• Proximity to Airport (London International Airport)</li> <li>• Municipal water and wastewater services</li> <li>• Southwest Community Transit (S.C.T.) initiative (transit service within the area)</li> <li>• Waste disposal: three depots for specific waste materials; hazardous waste depot is provided in the City of London.</li> <li>• High-speed internet connectivity</li> </ul>
<b>Research Institutions &amp; Health Services</b>	<ul style="list-style-type: none"> <li>• Western University Institute for Chemicals and Fuels from Alternative Resources</li> <li>• Komoka Medical Clinic and Middlesex Centre Family Medicine Clinic (Ilderton; a Western University teaching clinic)</li> </ul>
<b>Business Base</b>	<ul style="list-style-type: none"> <li>• Approximately 1,970 businesses as of December 2019, and 725 businesses that hire employees. 80% of businesses that hire employees have less than 20 employees.<sup>[1]</sup></li> </ul>
<b>Culture and Environment</b>	<ul style="list-style-type: none"> <li>• Festivals (including Ilderton Fall Fair)</li> <li>• Komoka Railway Museum and Ilderton Rail Trail</li> <li>• Village Centres with historical buildings</li> <li>• Middlesex Centre Archives</li> <li>• Delaware Speedway</li> <li>• Various farm markets in the rural area</li> <li>• Public facilities: Four libraries; Middlesex Centre Wellness &amp; Recreation Complex and four other community facilities</li> <li>• Two Conversion Areas, Kains Woods and Komoka Provincial Park</li> </ul>

[1] Statistics Canada, Canadian Business Counts, December 2019.



## 8.2.7 Target Sectors

The County of Middlesex completed an updated Economic Development Strategy in December 2020.<sup>[1]</sup> The County's Economic Development Strategy has identified four key target sectors/industries for economic development efforts which includes some recommendations based on the County of Middlesex County's Foreign Direct Investment (F.D.I.) program. These sectors/industries have been reviewed with respect to local application for the Municipality of Middlesex Centre. Industry requirements have been adapted from the County of Middlesex Development Strategy.

### 8.2.7.1 Technology-based Manufacturing/Food Products and Supply Chain

**Key Trends:** Demand in plant-based protein (such as meat alternatives), nutraceuticals (medical foods, nutritional supplements, etc.) and packaging, as well as need to reduce food waste.

**Industry Requirements:** Diversity and supply of raw materials in proximity (e.g., hemp, soya, whey, etc.), including organic farming; access to transportation providers; connectivity to domestic and foreign markets (deep-sea ports; U.S. border; railway; and highways); access to large nearby markets; access to labour; and cold storage facilities.

The Municipality of Middlesex is well positioned to accommodate the industry requirements, as well as provide a diverse range of economic location options to support this industry.

#### Example of Opportunities by Land-Use:

- **Urban Employment Areas:** processing/manufacturing of products requiring municipal servicing (water/wastewater); packaging facilities; research/administration office uses to support industry; and large-scale logistics facilities; truck repair/heavy duty equipment repair facilities.
- **Rural Employment Areas:** support the logistics and distribution of the sector; and research facilities requiring land for outdoor research facilities.

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<sup>[1]</sup> County of Middlesex Economic Development Strategy Update, 2021 to 2025, prepared by MDB Insights, December 2020.



- **Agriculture-related uses on agriculture lands:** agriculture research centres; farm equipment repair shop; livestock assembly yard; farm input suppliers; abattoir; and grain dryer.
- **On-Farm Diversified Activities:** the sale of agriculture products; the manufacturing of farm implements (not requiring water/wastewater servicing); and professional services (e.g., veterinary services, GIS mapping, agriculture management, and engineering).

### 8.2.7.2 Creative Industries

**Key Trends:** Shift to remote work, key subsectors are finance; real estate; insurance; management; technology and telecommunication; education; and professional, scientific, and technical services. As well as a provincial economic shift to more service-based industries, in particular knowledge-based sectors.

**Industry Requirements:** Access to high-speed internet; arts and culture enabling institutions (e.g., art galleries, performing arts centres, libraries, museums); recreational opportunities (e.g., golf courses, parks, fitness centres, yoga studios); access to commercial amenities (e.g., downtown core, restaurants); commuter rail and airport access; and proximity to post-secondary institutions to attract prospective labour.

The Municipality of Middlesex Centre is well positioned to continue to support the creative industries. Improvements to high-speed internet and the further development of the Municipality's commercial amenities is key in further developing the Creative Industries.

#### **Example of Opportunities by Land-Use:**

- **Residential:** work at home opportunities and home-based businesses.
- **Commercial Areas:** office and retail use for a range of services; and retail storefronts for the sale of products.
- **Urban Employment Areas:** multi-tenant and office facilities; and multi-tenant with accessory or ancillary retail use.
- **Rural Employment Areas:** recreational storage facilities; and art and craft studios.
- **Agriculture-related uses on agriculture lands:** value-added agriculture products; and experimental farming.



- **On-Farm Diversified Activities:** the sale of craft products; wood working; dance studio; veterinary services; and recreation and tourism attractions.

### 8.2.7.3 Agriculture Technology

**Key Trends:** Growth in bioprocessing, vertical farming, agricultural machinery and drones/unscrewed aerial vehicles.

**Industry Requirements:** High level of technology adoption of the agriculture sector; access to high-speed internet services; influence/presence of post-secondary institution/research facilities and opportunities for hands-on continuing education programs; and access to educated/skill labour force.

As previously discussed, the agricultural sector in Municipality of Middlesex Centre has a high level of technology adoption. Further, Western University has a strong presence in Middlesex Centre, including the Institute for Chemicals and Fuels from Alternative Resources (I.C.F.A.R.).

#### **Example of Opportunities by Land-Use:**

- **Urban Employment Areas:** multi-tenant and office facilities; research and development facilities with large service bays and on-site storage; and manufacturing/processing facilities.
- **Rural Employment Areas:** research facilities with on-site storage and opportunities for outdoor laboratory space; and secured storage of equipment.
- **Agriculture-related uses on agriculture lands:** prototype manufacturing; and testing of products.
- **On-Farm Diversified Activities:** professional engineering services; and welding services.

### 8.2.7.4 Technology-based Manufacturing/Automotive Supply Chain

**Key Trends:** Automotive industry is starting the transition from fossil-fuel based products to products that are more environmentally sustainable, as well as responding to need to provide products to accommodate the rapidly growing logistics sector.

**Industry Requirements:** Access to a skilled/educated labour force; access to parts suppliers; cluster of tool, die and mould makers; large tracts of land to accommodate



testing; proximity to post-secondary institutions; and government support (local/provincial and federal) to effectively compete in a very competitive global industry.

The Province of Ontario has a developed automotive sector in southern Ontario with a complex automotive supply chain that operates in a number of large and small urban centres. Middlesex Centre is well-positioned to accommodate the growth of this industry with access to a 400-series highway; a large educated/skilled commuter shed; and potential to accommodate serviced large employment sites. Middlesex Centre is situated in the centre of the automotive supply chain in Ontario (between Detroit/Windsor and the G.T.H.A.).

#### **Example of Opportunities by Land-Use:**

- **Urban Employment Areas:** large manufacturing facilities with opportunities for on-site testing; multi-industrial facilities serving small and medium-sized parts suppliers and tool and die and stamping operations; and office and research facilities.
- **Rural Employment Areas:** research facilities; and multi-purpose facilities with secured storage, road courses/testing facilities and offices facilities.

#### **8.2.7.5 Population-Related Employment**

In addition to the above sectors identified by the County, the Municipality of Middlesex Centre should target the following commercial local serving to support the urban settlement areas based on review of commercial trends and assessment of the current commercial base.

**Key Trends:** Growth in service-based retailers, retail space accommodating health services and local-serving retail uses (e.g., grocery stores, drug stores, and food services) is anticipated to continue to fuel the demand for commercial space given the impact on e-commerce and proximity to the City of London.

#### **Example of Opportunities by Land-Use:**

- **Urban Settlement Commercial Areas:** grocery-anchored or drug store anchored plaza (Ilderton); home improvement stores; small discount retailers; restaurants (including fast food outlets); accommodation facilities (hotels/motels);



automotive services; large recreational uses (e.g., fitness centres); and personal services.

- **Village Centres:** banks/credit unions; professional services; institutional office uses (e.g., government services, health care); personal services; and restaurants (without drive-thru operations).
- **Rural Settlement Commercial Areas:** recreational-based commercial uses; building supply outlets (e.g., pool suppliers; landscaping suppliers); automotive services (e.g., gas stations); and rental storage units.

### 8.2.8 Non-Residential Planning Policy Matters

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

#### 8.2.8.1 Employment Lands

<b>Recommendation 1: Continue to Plan for Future Employment Lands Development within Middlesex Centre</b>	
<b>Opportunities and Challenges</b>	<p>As identified in Chapter 6, the Municipality is anticipated to absorb a total of 124 net ha (306 net acres) of land within its Employment Areas over the next 25 years. Middlesex Centre has identified a shortfall of 153 gross ha (378 gross acres) of Employment Area lands.</p>
<b>Recommended Actions</b>	<ul style="list-style-type: none"> <li>• Prepare a Foreign Direct Investment (F.D.I.) Strategy for the Municipality of Middlesex Centre which will explore location options, municipal infrastructure costs and the long-term vision associated with a preferred employment lands expansion area along the Highway 402 corridor within the Municipality of Middlesex Centre.</li> <li>• A part of the Middlesex County O.P., provide location options regarding a recommended urban expansion related to a new Employment Area along the Highway</li> </ul>



<b>Recommendation 1: Continue to Plan for Future Employment Lands Development within Middlesex Centre</b>	
	402 corridor in the Municipality of Middlesex Centre. The preferred Employment Expansion Area will be subject to section 1.1.3.8 of the P.P.S., 2020.

<b>Recommendation 2: Create a Special Policy Amendment (S.P.A.) for Designated Employment Areas in Ilderton</b>	
<b>Opportunities and Challenges</b>	<ul style="list-style-type: none"> <li>The nature and timing of development associated with a large portion of the vacant Employment Area lands in Ilderton is highly uncertain. As such, they have the potential to limit near-term employment opportunities in Middlesex Centre.</li> </ul>
<b>Recommended Actions</b>	<ul style="list-style-type: none"> <li>As discussed in section 4.4.2., herein, it is recommended that the lands in the southern part of Ilderton along County Road 20 (78 ha (192 acres)) are subject to a Special Policy Area (S.P.A.) for future institutional and research-related uses.</li> </ul>

<b>Recommendation 3: Ensure that Employment Lands are Well Adapted to Structural Changes Occurring in the Evolving Macro-Economy</b>	
<b>Opportunities and Challenges</b>	Structural changes occurring in the macro economy pose potential challenges and opportunities for future growth on Employment Lands in Middlesex Centre. Given evolving trends in the Southern Ontario economy towards the knowledge-based sector, Middlesex Centre will need to encourage and accommodate a wide range of business service and office uses,



<b>Recommendation 3: Ensure that Employment Lands are Well Adapted to Structural Changes Occurring in the Evolving Macro-Economy</b>	
	as well as employment supportive uses in Employment Areas where appropriate.
<b>Recommended Actions</b>	<ul style="list-style-type: none"> <li>• Recognize the importance of Employment Lands in accommodating knowledge-based sectors in addition to traditional industrial sectors.</li> <li>• Consider establishing a distinct industrial designation (e.g. business park) which caters to office and prestige industrial employment uses in a business park setting. Such a designation may be warranted at select gateway locations within one or more of Middlesex Centre's urban industrial areas.</li> </ul>

<b>Recommendation 4: Restrict Major Retail uses in Employment Areas</b>	
<b>Opportunities and Challenges</b>	Large freestanding retail uses can potentially create negative impacts on the surrounding industrial or employment uses or impact the future prospects of the area for industrial development. Though large, freestanding, retail uses generate employment, they may also absorb large shares of land through their configuration or requirements (e.g. parking), draw considerable traffic from outside the immediate area (creating congestion in the industrial area), or affect the character of the Employment Area. As such, approaches should be developed to discourage major retail development in Employment Areas.
<b>Recommended Actions</b>	<ul style="list-style-type: none"> <li>• It is recommended that the definition of major retail in the Municipality of Middlesex Centre O.P is defined as follows:</li> </ul>



<b>Recommendation 4: Restrict Major Retail uses in Employment Areas</b>	
	“large-scale or large-format stand-alone retail stores or retail centres, having a gross leasable area of 2,000m <sup>2</sup> or greater, that have the primary purpose of commercial activities.”

<b>Recommendation 5: Develop a General Marketing Strategy to Promote and Develop the County’s Employment Areas</b>	
<b>Opportunities and Challenges</b>	Middlesex Centre’s Employment Areas are important to the regional economy and account for a significant percentage of jobs in the County. To ensure the success of Middlesex Centre’s Employment Areas, marketing efforts must be geared towards both the broader strengths of the Municipality as well as specific target sector investment attraction efforts.
<b>Recommended Actions</b>	<ul style="list-style-type: none"> <li>• Consider a range of promotional tools and incentives which can be used by the Municipality to inform prospective industries about the opportunities in Middlesex Centre and its communities.</li> <li>• Assess and evaluate the municipal role in employment lands development in Middlesex Centre.</li> <li>• Explore opportunities to establish incubator facilities within Middlesex Centre to promote and encourage the development of start-up industries, particularly related to knowledge-based sectors and other export-based emerging industry clusters.</li> </ul>

<b>Recommendation 6: Explore Opportunities for Intensification of Employment Lands within Urban Settlement Areas</b>	
<b>Opportunities and Challenges</b>	Future redevelopment, expansion and infill opportunities will continue to exist as the Municipality’s Employment Areas



<b>Recommendation 6: Explore Opportunities for Intensification of Employment Lands within Urban Settlement Areas</b>	
	continue to mature and evolve. Intensification potential on occupied and underutilized Employment Lands is not well understood given uncertainties regarding the future intentions of existing landowners.
<b>Recommended Actions</b>	<ul style="list-style-type: none"> <li>• Promote and facilitate intensification/infill opportunities in existing Employment Areas.</li> <li>• Explore opportunities for infill and redevelopment in mature industrial areas.</li> <li>• Work with landowners of large infill or redevelopment sites to assess interest in developing the lands and assessing feasibility of development.</li> <li>• Explore redevelopment opportunities on brownfield industrial sites.</li> <li>• Explore public-private partnerships which would encourage intensification and infill development opportunities within Employment Areas.</li> </ul>

### 8.2.8.2 Commercial Lands

<b>Recommendation 7: Conduct a Commercial Land Needs Study that Specifically Addresses the Municipality's Retail Requirements and Commercial Structure.</b>	
<b>Opportunities and Challenges</b>	Through the G.M.S. exercise, focus has been directed to residential growth within the Municipality's Urban Areas as well as a focus on development within the Middlesex Centre's Urban industrial lands. This leaves a gap in the Municipality's understanding of its retail requirements and commercial structure.
<b>Recommended Actions</b>	<ul style="list-style-type: none"> <li>• To better understand these gaps, a commercial land needs study could be undertaken.</li> </ul>



<b>Recommendation 7: Conduct a Commercial Land Needs Study that Specifically Addresses the Municipality's Retail Requirements and Commercial Structure.</b>	
	<ul style="list-style-type: none"> <li>The results of a commercial land needs study would provide the Municipality with sufficient background to plan for a range of non-residential uses.</li> </ul>

<b>Recommendation 8: Continue to Support a Village Centre within Komoka and Ilderton</b>	
<b>Opportunities and Challenges</b>	There is a need to provide a centralized commercial node within Komoka to support the local economy.
<b>Recommended Actions</b>	<ul style="list-style-type: none"> <li>Consider revising Village Centre policies for Komoka-Kilworth and Ilderton to include higher density residential development to support investment in commercial activities..</li> <li>Consider site design and zoning requirements that supports pedestrian movement.</li> <li>Maintain an adequate supply of designated commercial lands to accommodate commercial uses not appropriate for the Village Centre. There is a need to ensure a range of commercial sites to avoid the land supply of the Village Centre as restricting commercial demand.</li> </ul>

<b>Recommendation 9: Changes to the Commercial Designations – Village Centre and Settlement Commercial</b>	
<b>Opportunities and Challenges</b>	Village Centre designation is too permissive and should exclude specific automotive oriented uses in order to encourage a vibrant mixed-use area. The Settlement Area designation on the other hand, should include a broader range of commercial uses that compete with the regional commercial system and require adequate parking facilities, including department stores.



<b>Recommendation 9: Changes to the Commercial Designations – Village Centre and Settlement Commercial</b>	
<b>Recommended Actions</b>	<ul style="list-style-type: none"> <li>• Consider excluding gas stations, fast food drive-thru's and automotive sales and service from the permitted uses within the Village Centre designation.</li> <li>• Consider permitting department stores and general merchandise stores within the Settlement Commercial Area designation.</li> </ul>

<b>Recommendation 10: Designated Additional Commercial Land in Ilderton</b>	
<b>Opportunities and Challenges</b>	Ilderton has less than 1 ha of vacant designated commercial lands and limited opportunities for commercial development over the next 25 years.
<b>Recommended Actions</b>	<ul style="list-style-type: none"> <li>• The Municipality should designate at least 3 to 5 ha of designated commercial land in Ilderton to ensure that there is opportunity to accommodate future commercial growth and to direct large format retail uses and automotive oriented uses outside the Village Centre.</li> </ul>

### 8.2.8.3 *Agriculture and Rural Area*

<b>Recommendation 11: Strengthen Policies for Rural Industrial Areas</b>	
<b>Opportunities and Challenges</b>	The Rural Industrial Areas do not provide a clear distinction of the role of Rural Industrial Area, including the role in supporting the rural economy, such as agriculture, recreation and resource-based industries.
<b>Recommended Actions</b>	<ul style="list-style-type: none"> <li>• Expand Rural Industrial Area policies to emphasize the importance of these lands to support the rural economy.</li> </ul>



<b>Recommendation 12: Continue to Recognize Opportunities for Agricultural-related Industrial and Commercial Uses on Agricultural Lands Subject to Local O.P. Policies</b>	
<b>Opportunities and Challenges</b>	The agricultural base represents a significant component of Middlesex Centre's local economy. The agriculture and agri-food system encompass several industries including the farm input and service supplier industries, primary agriculture, food and beverage processing, food distribution, retail, wholesale and food service industries.
<b>Recommended Actions</b>	<ul style="list-style-type: none"> <li>• Continue to recognize opportunities for agricultural-related industrial and commercial uses which are permitted in agricultural areas subject to local O.P. policies.</li> <li>• Enhance policies to provide distinctions on the types of agriculture, agriculture-related and on-farm diversified uses permitted in accordance with the P.P.S., 2020.</li> <li>• Provide information to the public on the opportunities for diversification, including exploring a workshop or information session.</li> </ul>

#### 8.2.8.3.1 Economic Development Initiatives

<b>Recommendation 13: Explore Opportunities to Provide Business Start-up Facility Space</b>	
<b>Opportunities and Challenges</b>	There is a lack of rental industrial and office space in the Municipality to support business start-ups.
<b>Recommended Actions</b>	<ul style="list-style-type: none"> <li>• The Municipality should explore opportunities to accommodate incubator space or forge partnerships with organizations in creating facility spaces.</li> </ul>

<b>Recommendation 14: Explore Opportunities to Showcase Economic Opportunities</b>	
<b>Opportunities and Challenges</b>	The Municipality has a strong identity as an agriculture community, other economic opportunities are less known.

**Recommendation 14: Explore Opportunities to Showcase Economic Opportunities****Recommended  
Actions**

- The Municipality should investigate further partnerships with the County to showcase opportunities within the Municipality, through brochures/on-line videos, site tours, trade shows.
- Explore opportunity to build upon the Western University research facility through partnerships with the University.
- Explore opportunity to build interest in the commercial opportunities in the Municipality by providing a program to draw awareness (e.g., pop-up retail contest program).
- Enhance information on the Municipality's website with tourism, demographic and land supply information.



## 9. Next Steps

The Municipality of Middlesex Centre is comprised of a number of diverse urban and rural settlement areas. Each of these areas has a role to play in accommodating varying levels of residential and non-residential development if they are to remain economically sustainable and viable over the long term. The results of this G.M.S. will inform an amendment to Municipality of Middlesex O.P. which is scheduled to be completed by the Fall of 2021.



# Appendix A

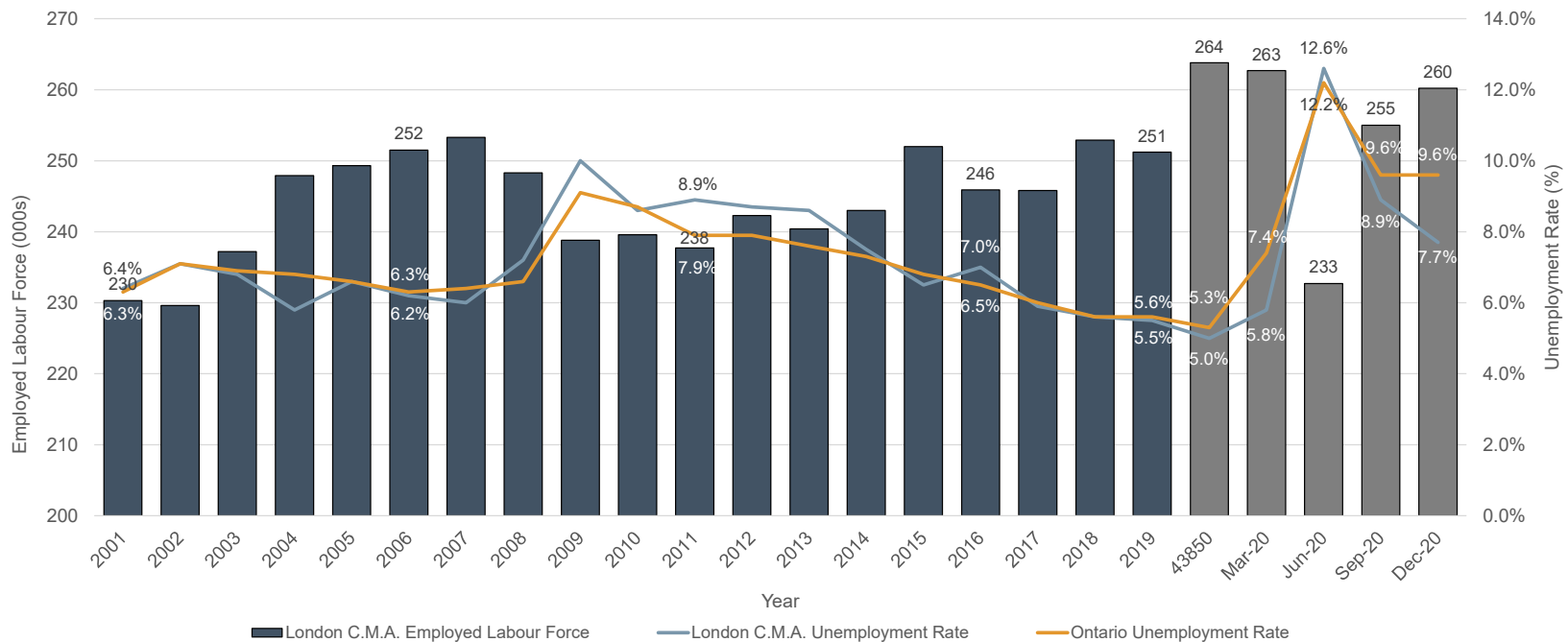
## Middlesex Centre Supplementary Economic, Socio-Economic and Demographic Profile Data



# Appendix A: Middlesex Centre Supplementary Economic, Socio-Economic and Demographic Profile Data

## A.1 Middlesex Centre Employment, Demographic and Socio Profile

### A.1.1 Labour Force Trends, 2001 to 2020



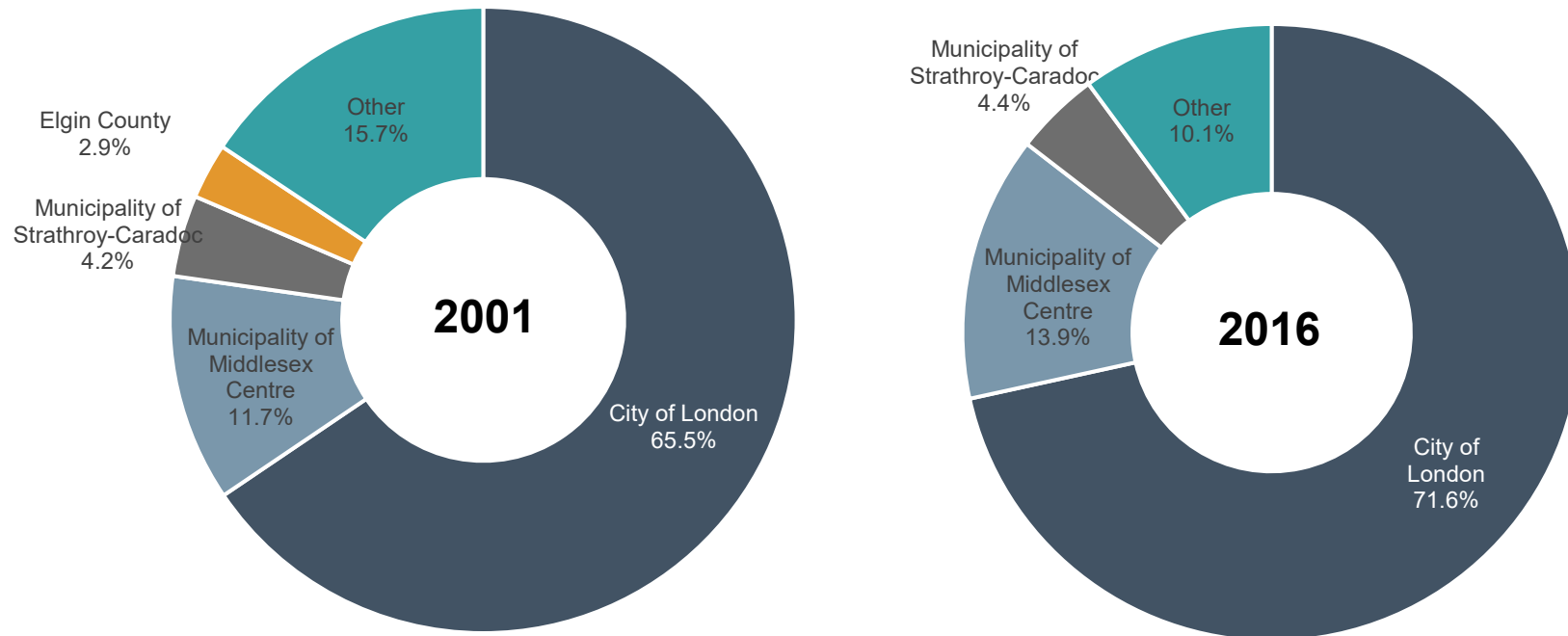
Note: Statistics Canada Labour Force Survey and Census Labour Force statistics may differ.

Source: London C.M.A. employed labour force and unemployment rate from Statistics Canada Table 14-10-0096-01, Province of Ontario unemployment rate from Statistics Canada Table 14-10-0327-01



### A.1.2 Commuting Trends, 2001 to 2016

#### *Where Middlesex Centre Residents Works*

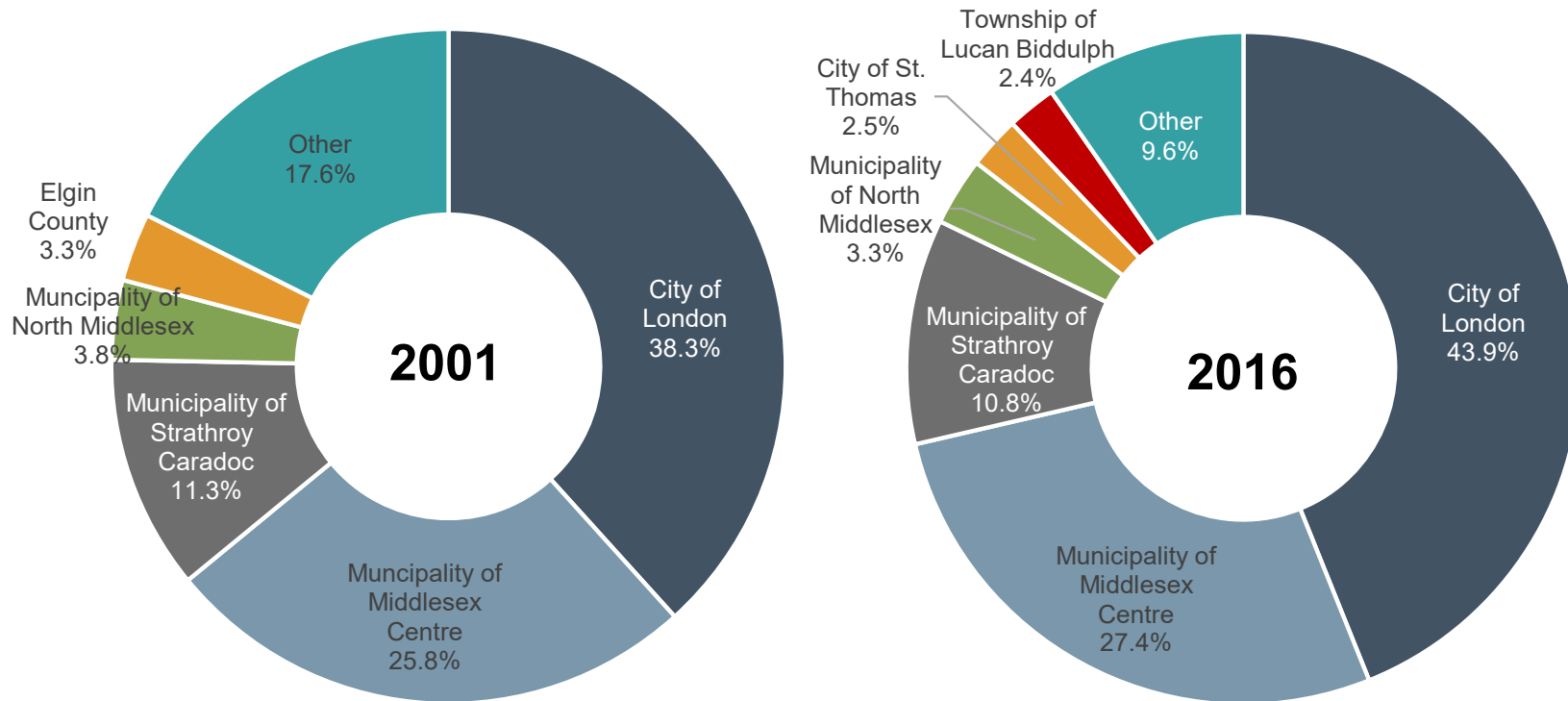


Note: Figures may not add precisely due to rounding.

Source: 2001 data from Statistics Canada, 2001 Census of Population, Statistics Canada Catalogue no. 95F0408XCB2001006. 2016 data from Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016325 summarized by Watson & Associates Economists Ltd., 2021.



Where Middlesex Centre Employees Live

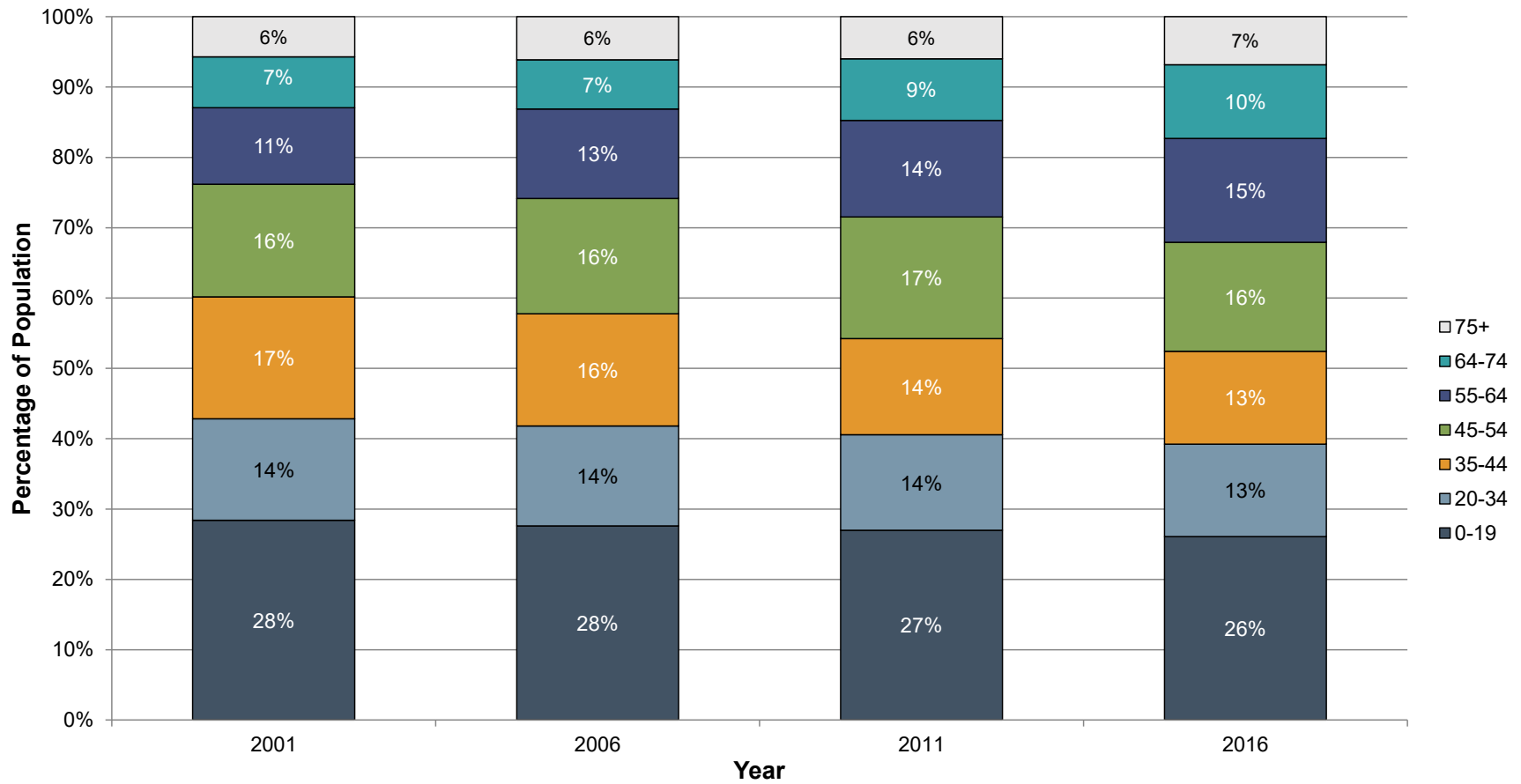


Note: Figures may not add precisely due to rounding.

Source: 2001 data from Statistics Canada, 2001 Census of Population, Statistics Canada Catalogue no. 95F0408XCB2001006. 2016 data from Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016325 summarized by Watson & Associates Economists Ltd., 2021.



### A.1.3 Population Trends, 2001 to 2016

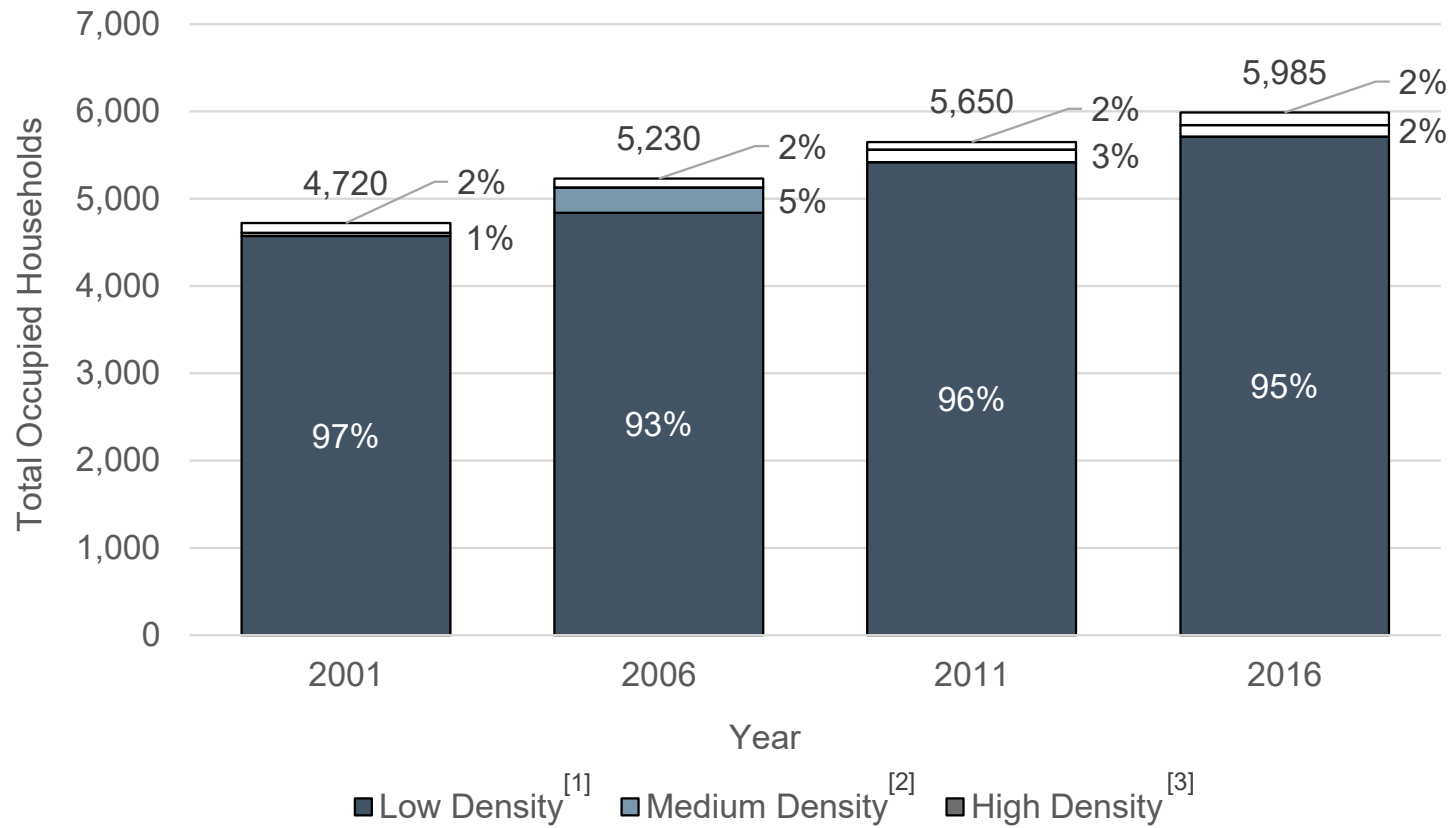


Note: Population includes net Census undercount estimated at approximately 3.5%. Figures may not add precisely due to rounding.  
 Source: Population forecast by age derived from 2001 to 2016 Statistics Canada Census by Watson & Associates Economists Ltd., 2021.



## A.2 Residential Real Estate Market Overview

### A.2.1 Households by Structure Type, 2001 to 2016



<sup>[1]</sup> Includes singles and semi-detached units.

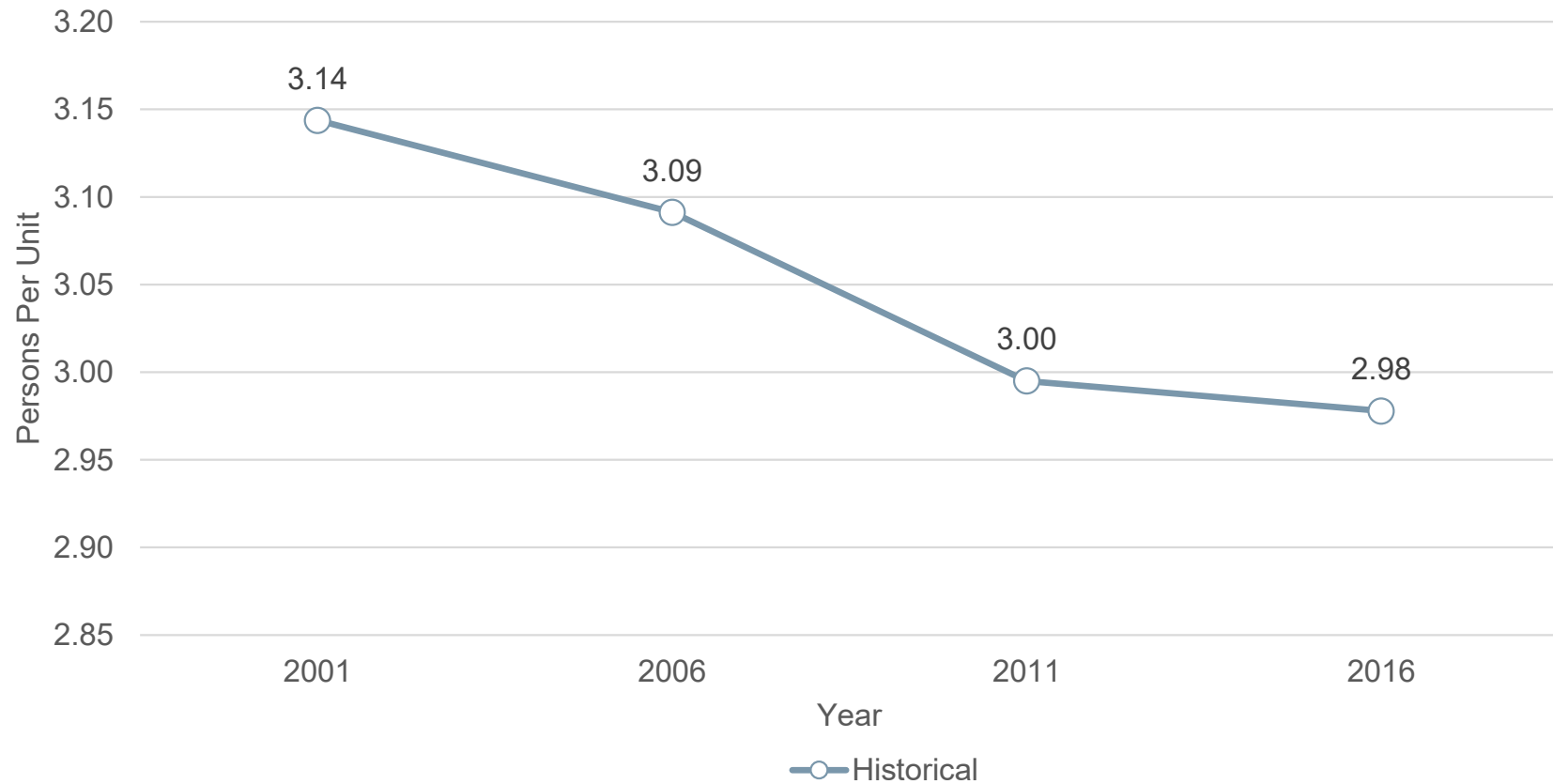
<sup>[2]</sup> Includes townhouses and apartments in duplexes.

<sup>[3]</sup> Includes bachelor, 1-bedroom, and 2-bedroom+ apartments.

Source: Historical data derived from Statistics Canada Census Profile by Watson & Associates Economists Ltd., 2021.



### A.2.2 Trends in Household Occupancy, 2001 to 2016

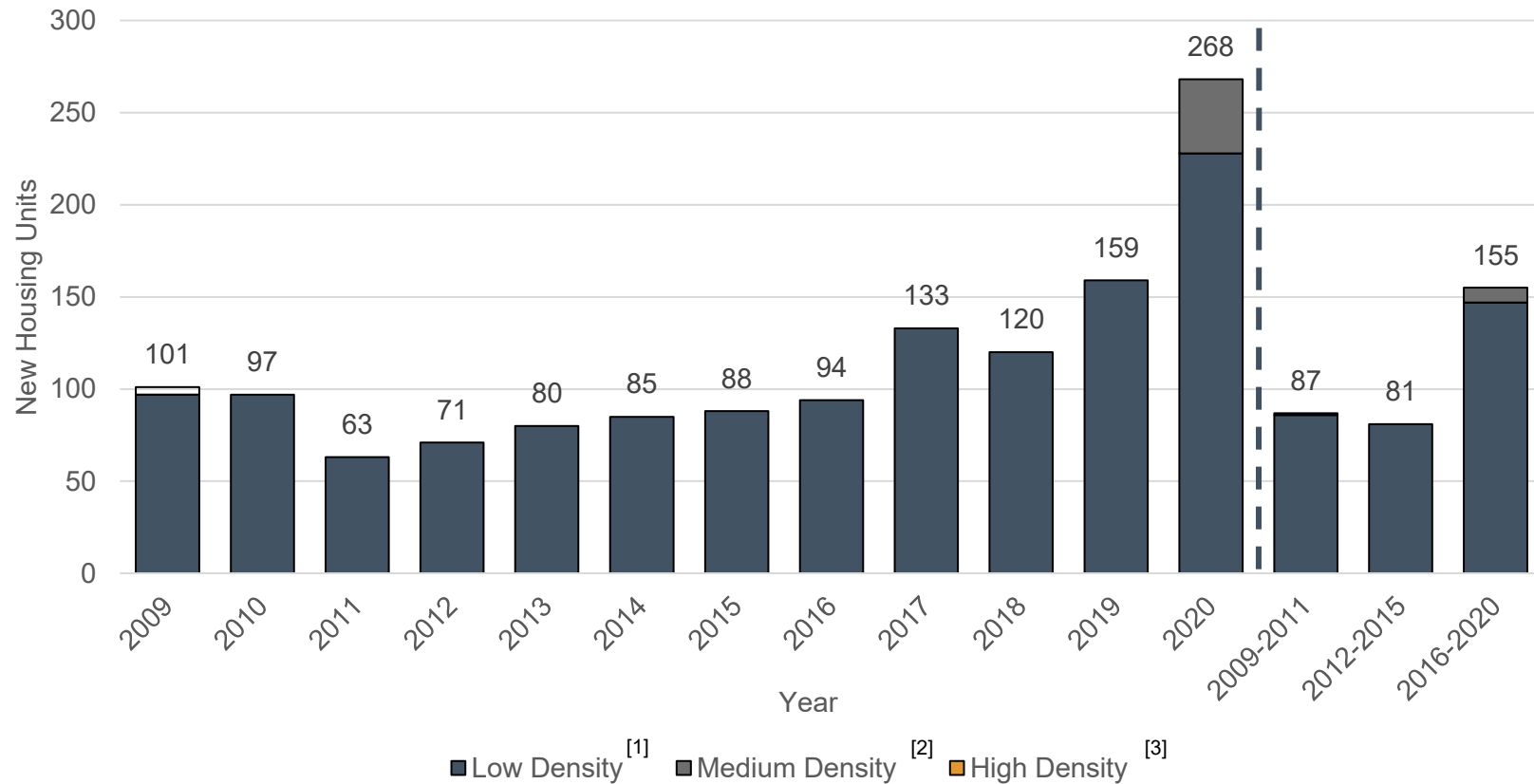


Note: Population includes net Census undercount estimated at approximately 3.5%.

Source: Historical 2001 to 2016 data derived from Statistics Canada and Demography Division prepared by Watson & Associates Economists Ltd., 2021.



### A.2.3 Historical Residential Building Permit Activity by Structure Type, 2009 to 2020



[1] Includes singles and semi-detached units.

[2] Includes townhouses and apartments in duplexes.

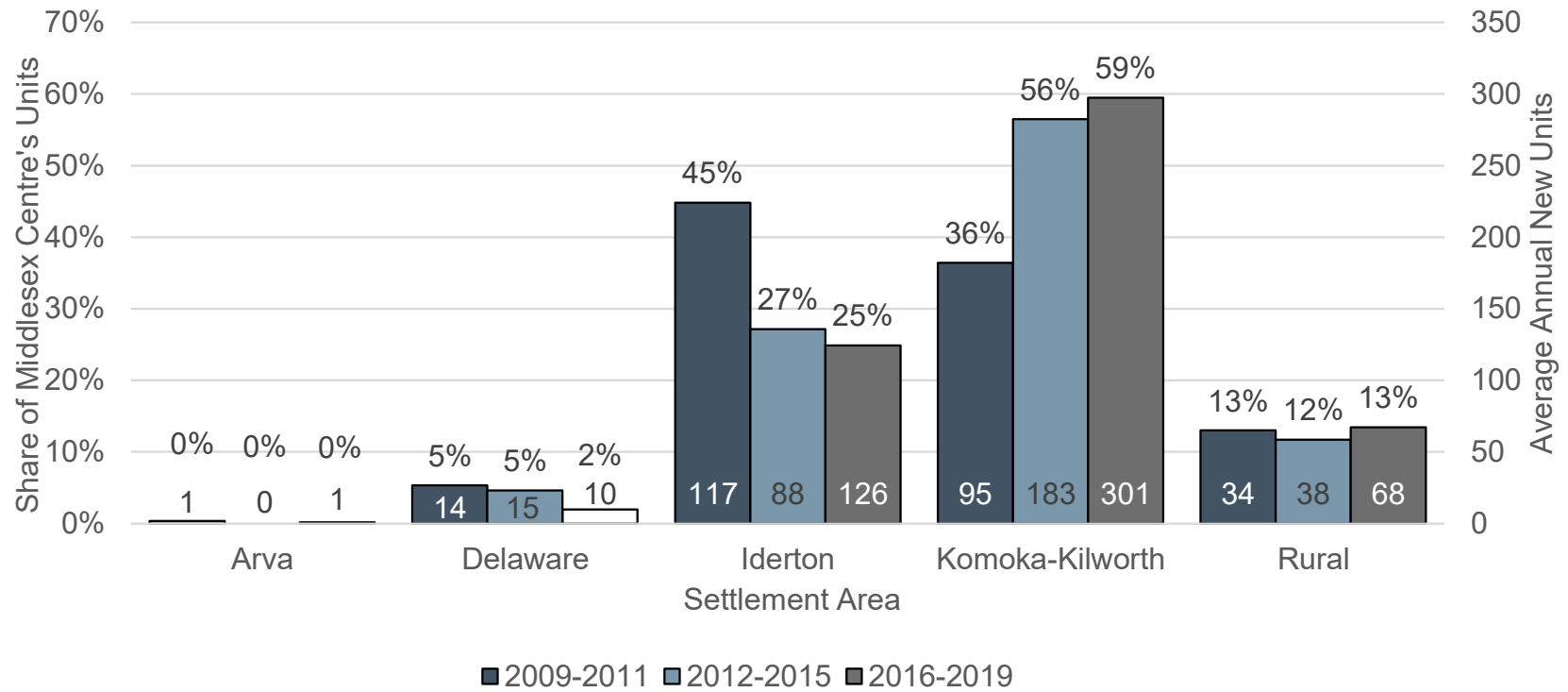
[3] Includes bachelor, 1-bedroom, and 2-bedroom+ apartments.

Note: Figures may not add due to rounding.

Source: Historical building permits provided by Municipality of Middlesex Centre summarized by Watson & Associates Economists Ltd., 2021.



**A.2.4 Historical Residential Building Permit Activity by Settlement Area and by Structure Type, 2009 to 2020**



Note: Figures may not add due to rounding.

Source: Historical building permits provided by Municipality of Middlesex Centre summarized by Watson & Associates Economists Ltd., 2021.



# Appendix B

## Municipality of Middlesex Centre Vacant Supply



## Appendix B: Residential Supply by Settlement Area and Remaining Rural and Hamlets

### B.1 Komoka-Kilworth

Registered Unbuilt & Draft Approved										
Area	Developer/Owner	Address	Net Developable Area (ha)	Environmental Features (ha)	Total Developable Area (ha)	Low Density <sup>[1]</sup>	Medium Density <sup>[2]</sup>	High Density <sup>[3]</sup>	Total	Status
Komoka-Kilworth	RDM Construction	Birchcrest Heights - Phase II	-	-	-	-	-	-	-	Registered
Komoka-Kilworth	Auburn Developments	Fieldstone Estates - Phase IV	-	-	-	-	-	-	-	Registered
Komoka-Kilworth	Pemic Komoka Development	Meadows of Komoka - Phase I	2.21	2.25	4.46	32	-	-	32	Registered
Komoka-Kilworth	Pemic Komoka Development	Meadows of Komoka - Phase II	1.92	0.75	2.67	28	-	-	28	Registered
Komoka-Kilworth	1739766 Ontario Inc.	Valleyview	0.12	0.00	0.12	10	-	-	10	Registered
Komoka-Kilworth	FCH Development	Birchcrest Heights Condominium	1.43	0.55	1.98	30	-	-	30	Registered
Komoka-Kilworth	Katz East	south of Glendon & east of Komoka Rd	1.91	0.00	1.91	-	36	-	36	Draft Approved
Komoka-Kilworth	1571145 Ontario Limited	South of Glendon & east of Komoka Rd	3.79	0.00	3.79	29	-	-	29	Draft Approved
Komoka-Kilworth	Melchers	north Oxbow and west of Valleyview	0.88	0.30	1.18	17	-	-	17	Draft Approved
Komoka-Kilworth	Tridon Group	East of Jefferies & south of Glendon	1.22	0.44	1.66	18	16	-	34	Draft Approved
Komoka-Kilworth	South Winds Phase 1	Edgewater Estates	20.04	9.43	29.47	140	389	-	529	Draft Approved
Komoka-Kilworth	Pemic Komoka Development	Meadows of Komoka - balance	2.89	0.48	3.37	24	-	-	24	Draft Approved
Komoka-Kilworth	Don Black Investments single - phase 1 moving towards dpa	north of Edgewater	27.91	20.69	48.59	447	-	-	447	Draft Approved
Komoka-Kilworth	Don Black Investments townhouses	north of Edgewater	3.21	0.67	3.89	-	98	79	177	Draft Approved
Komoka-Kilworth	Don Black Investments Block 546 (condo)	north of Edgewater	3.08	0.00	3.08	-	81	-	81	Draft Approved
Komoka-Kilworth	Katz West	south of Glendon & east of Komoka Rd	1.96	0.00	1.96	36	-	-	36	Draft Approved
Komoka-Kilworth	PW Holdings	union extension	0.58	0.00	0.58	-	36	-	36	Draft Approved
<b>Total Registered Unbuilt and Draft Approved</b>			<b>73.15</b>	<b>35.55</b>	<b>108.70</b>	<b>811</b>	<b>656</b>	<b>79</b>	<b>1,546</b>	

Site Plan Review & Proposed Residential Development										
Area	Developer/Owner	Address	Net Developable Area (ha)	Environmental Features (ha)	Total Developable Area (ha)	Low Density <sup>[1]</sup>	Medium Density <sup>[2]</sup>	High Density <sup>[3]</sup>	Total	Status
Komoka-Kilworth	South Winds Phase 2 Single	Edgewater Estates	5.99	5.44	11.43	235	-	-	235	Under Review
Komoka-Kilworth	South Winds Phase 2 Multi	Edgewater Estates	12.97	0.00	12.97	-	190	-	190	Under Review
Komoka-Kilworth	Wellness Centre Lands Phase 1 and 2		1.97	0.00	1.97	-	69	-	69	Under Review
Komoka-Kilworth	Wellness Centre Lands Phase 3 and 4	Design for Happiness	2.21	0.00	2.21	-	-	205	205	Under Review
Komoka-Kilworth	Snyder	springer ponds	0.95	0.00	0.95	10	-	-	10	Under Review
Komoka-Kilworth	Brantam	north of Oxbow & west of Komoka Rd	13.15	7.63	20.78	275	-	-	275	Under Review
Komoka-Kilworth	Mayes	west of Queen St & north of CNR	2.48	0.00	2.48	15	-	-	15	Proposed <sup>[4]</sup>
Komoka-Kilworth	Drewlo	south side of Glendon & west of Old River Rd	2.92	0.00	2.92	10	-	-	10	Proposed <sup>[4]</sup>
Komoka-Kilworth	various	net residential lands added by OPA 28	34.32	0.00	34.32	425	-	-	425	Proposed <sup>[4]</sup>
Komoka-Kilworth	756949 Ontario Ltd	SE corner of Glendon Drive and Jefferies Drive	1.09	0.00	1.09	54	-	-	54	Proposed <sup>[4]</sup>
Komoka-Kilworth	Various	6, 10, 14 Elmhurst (south of Glendon Drive)	2.07	0.00	2.07	127	-	-	127	Proposed <sup>[4]</sup>
Komoka-Kilworth	Powell	SW corner of Komoka Rd and Glendon Drive	5.90	0.00	5.90	112	-	-	112	Proposed <sup>[4]</sup>
Komoka-Kilworth	Cudney Blue	10125 Oxbow Drive	2.99	2.25	5.24	58	-	-	58	Proposed <sup>[4]</sup>
Komoka-Kilworth	Country Terrace/OMNI Healthcare	10072 Oxbow Drive	1.32	0.00	1.32	50	-	-	50	Proposed <sup>[4]</sup>
<b>Total Proposed and Under Review</b>			<b>90.33</b>	<b>15.32</b>	<b>105.65</b>	<b>1,371</b>	<b>259</b>	<b>205</b>	<b>1,835</b>	

	Net Developable Area (ha)	Environmental Features (ha)	Total Developable Area (ha)	Low Density <sup>[1]</sup>	Medium Density <sup>[2]</sup>	High Density <sup>[3]</sup>	Total
<b>Total for Komoka-Kilworth</b>	<b>163.48</b>	<b>50.87</b>	<b>214.35</b>	<b>2,182</b>	<b>915</b>	<b>284</b>	<b>3,381</b>

<sup>[1]</sup> Includes singles and semi-detached units.

<sup>[2]</sup> Includes townhouses and apartments in duplexes.

<sup>[3]</sup> Includes bachelor, 1-bedroom, and 2-bedroom+ apartments.

<sup>[4]</sup> Potential unit yield based on permitted density.

Source: Municipality of Middlesex Centre Planning Department as of September 2020 summarized by Watson & Associates Economists Ltd., 2021.



## B.2 Ilderton

Registered Unbuilt & Draft Approved										
Area	Developer/Owner	Address	Net Developable Area (ha)	Environmental Features (ha)	Total Developable Area (ha)	Low Density <sup>[1]</sup>	Medium Density <sup>[2]</sup>	High Density <sup>[3]</sup>	Total	Status
Ilderton	Auburn Developments	Meadowcreek - Phase VI	-	-	-	-	-	-	-	Registered
Ilderton	Ilderton Estates	Deerhaven Woods	-	-	-	-	-	-	-	Registered
Ilderton	Sifton	Timber Walk	15.16	4.96	20.12	174	-	-	174	Draft Approved
Ilderton	Clear Skies	Medium Density Block (Block 326)	0.49	0.19	-	-	26	-	26	Draft Approved
Ilderton	Sifton	Timber Walk - phase 5 single	3.31	10.52	0.68	54	-	-	54	Draft Approved
Ilderton	Clear Skies	Single Family Blocks (324-61)	16.31	12.55	16.25	305	-	-	305	Draft Approved
<b>Total Registered Unbuilt and Draft Approved</b>			<b>35.27</b>	<b>28.22</b>	<b>37.05</b>	<b>533</b>	<b>26</b>	<b>-</b>	<b>559</b>	

Site Plan Review & Proposed Residential Development										
Area	Developer/Owner	Address	Net Developable Area (ha)	Environmental Features (ha)	Total Developable Area (ha)	Low Density <sup>[1]</sup>	Medium Density <sup>[2]</sup>	High Density <sup>[3]</sup>	Total	Status
Ilderton	Timney/McFalls	George Street extension - T. Walk dependent	2.29	0.48	2.77	24	-	-	24	Under Review
Ilderton	Gold Leaf Properties Inc.	311 George Street	0.79	1.16	1.95	-	45	-	45	Under Review
Ilderton	DNL Group Inc.	Kennedy Avenue	-	-	-	-	-	-	-	Under Review
Ilderton	Van Bommel	south ends of Havenwoods plus west Meredith	-	-	2.06	15	-	-	15	Under Review
Ilderton	Sifton	Timber Walk -phase 5 multi	2.42	10.52	16.25	-	-	-	-	Proposed <sup>[4]</sup>
Ilderton	Clear Skies	Medium Density Block (Blocks 304, 305 and 306)	3.26	0.00	3.26	-	107	-	107	Proposed <sup>[4]</sup>
Ilderton		phase 1 has started - 61 lots, 5 have permits	-	-	-	23	-	-	23	Proposed <sup>[4]</sup>
<b>Total Proposed and Under Review</b>			<b>8.76</b>	<b>12.17</b>	<b>26.29</b>	<b>62</b>	<b>152</b>	<b>0</b>	<b>214</b>	

	Net Developable Area (ha)	Environmental Features (ha)	Total Developable Area (ha)	Low Density <sup>[1]</sup>	Medium Density <sup>[2]</sup>	High Density <sup>[3]</sup>	Total
<b>Total for Ilderton</b>	<b>44.03</b>	<b>40.39</b>	<b>63.34</b>	<b>595</b>	<b>178</b>	<b>0</b>	<b>773</b>

<sup>[1]</sup> Includes singles and semi-detached units.

<sup>[2]</sup> Includes townhouses and apartments in duplexes.

<sup>[3]</sup> Includes bachelor, 1-bedroom, and 2-bedroom+ apartments.

<sup>[4]</sup> Potential unit yield based on permitted density.

Source: Municipality of Middlesex Centre Planning Department as of September 2020 summarized by Watson & Associates Economists Ltd., 2021.



### B.3 Delaware

Registered Unbuilt & Draft Approved										
Area	Developer/Owner	Address	Net Developable Area (ha)	Environmental Features (ha)	Total Developable Area (ha)	Low Density <sup>[1]</sup>	Medium Density <sup>[2]</sup>	High Density <sup>[3]</sup>	Total	Status
Delaware	A&M Sod	Wellington Street and Martin Road	-	-	-	-	-	-	-	Registered
Delaware	Timmermans	Martin Road south of Wellington Street	-	-	-	3	-	-	3	Registered
Delaware	Timmermans	Tower Heights - Phase II	-	-	1.19	3	-	-	3	Registered
Delaware	Weld, Pattyn, Vanderveken	north side of Harris Road	-	-	0.00	-	-	-	-	Registered
Delaware	1748986 Ontario Corp.	west side of Martin Road north of Wellington	1.19	0.23	1.42	10	-	-	10	Draft Approved
Delaware	Serrarens	west side of Martin Road south of Harris	0.62	0.00	0.62	5	-	-	5	Draft Approved
Delaware	A&M Sod	west side of Martin Road south of Harris	1.48	0.15	1.63	12	-	-	12	Draft Approved
<b>Total Registered Unbuilt and Draft Approved</b>			<b>3.29</b>	<b>0.38</b>	<b>4.85</b>	<b>33</b>	<b>-</b>	<b>-</b>	<b>33</b>	

Site Plan Review & Proposed Residential Development										
Area	Developer/Owner	Address	Net Developable Area (ha)	Environmental Features (ha)	Total Developable Area (ha)	Low Density <sup>[1]</sup>	Medium Density <sup>[2]</sup>	High Density <sup>[3]</sup>	Total	Status
Delaware	Walker	north side of Young Street east of Thames St	-	-	3.83	12	-	-	12	Proposed <sup>[4]</sup>
Delaware	Mears, Timmermans	Hillcrest extension	-	-	2.64	12	-	-	12	Proposed <sup>[4]</sup>
Delaware	Jenniskens, 2191379 Ontario	south side of Wellington east of Victoria	-	-	9.21	12	-	-	12	Proposed <sup>[4]</sup>
Delaware	Michelle Doornbosch	0	-	-	0.00	1	-	-	1	Proposed <sup>[4]</sup>
<b>Total Proposed and Under Review</b>					<b>15.68</b>	<b>37</b>	<b>-</b>	<b>-</b>	<b>37</b>	

	Net Developable Area (ha)	Environmental Features (ha)	Total Developable Area (ha)	Low Density <sup>[1]</sup>	Medium Density <sup>[2]</sup>	High Density <sup>[3]</sup>	Total
<b>Total for Delaware</b>	<b>3.29</b>	<b>0.38</b>	<b>20.53</b>	<b>70</b>	<b>-</b>	<b>-</b>	<b>70</b>

<sup>[1]</sup> Includes singles and semi-detached units.

<sup>[2]</sup> Includes townhouses and apartments in duplexes.

<sup>[3]</sup> Includes bachelor, 1-bedroom, and 2-bedroom+ apartments.

<sup>[4]</sup> Potential unit yield based on permitted density.

Source: Municipality of Middlesex Centre Planning Department as of September 2020 summarized by Watson & Associates Economists Ltd., 2021.



## B.4 Arva

Site Plan Review & Proposed Residential Development										
Area	Developer/Owner	Address	Net Developable Area (ha)	Environmental Features (ha)	Total Developable Area (ha)	Low Density <sup>[1]</sup>	Medium Density <sup>[2]</sup>	High Density <sup>[3]</sup>	Total	Status
Arva	Arva Holdings Limited	St. John Woods <sup>4</sup>	14.60	7.09	21.68	138	44	18	200	Under Review
Arva	Arva Holdings Limited	Richmond Street and Elgin Street			1.32	16	-	-	16	Under Review
<b>Total Proposed and Under Review</b>			<b>14.60</b>	<b>7.09</b>	<b>23.00</b>	<b>154</b>	<b>44</b>	<b>18</b>	<b>216</b>	

	Net Developable Area (ha)	Environmental Features (ha)	Total Developable Area (ha)	Low Density <sup>[1]</sup>	Medium Density <sup>[2]</sup>	High Density <sup>[3]</sup>	Total
<b>Total for Arva</b>	<b>14.60</b>	<b>7.09</b>	<b>23.00</b>	<b>154</b>	<b>44</b>	<b>18</b>	<b>216</b>

<sup>[1]</sup> Includes singles and semi-detached units.

<sup>[2]</sup> Includes townhouses and apartments in duplexes.

<sup>[3]</sup> Includes bachelor, 1-bedroom, and 2-bedroom+ apartments.

<sup>[4]</sup> Potential unit yield based on permitted density.

Source: Municipality of Middlesex Centre Planning Department as of September 2020 summarized by Watson & Associates Economists Ltd., 2021.



## B.5 Hamlets

Registered Unbuilt & Draft Approved								
Area	Developer/Owner	Address	Total Developable Area (ha)	Low Density <sup>[1]</sup>	Medium Density <sup>[2]</sup>	High Density <sup>[3]</sup>	Total	Status
Denfield	Layng MC1203	west of Denfield Road and north of 15 Mile	0.43	7	-	-	7	Draft Approved
Coldstream	Brown condo	south of Ilderton, east of Coldstream	3.58	5	-	-	5	Draft Approved
Coldstream	Jackson/Minne	phase 1 on south side of Ilderton rd	7.20	1	-	-	1	Draft Approved
<b>Total Registered Unbuilt and Draft Approved</b>			<b>11.21</b>	<b>13</b>	<b>-</b>	<b>-</b>	<b>13</b>	

Site Plan Review & Proposed Residential Development								
Area	Developer/Owner	Address	Total Developable Area (ha)	Low Density <sup>[1]</sup>	Medium Density <sup>[2]</sup>	High Density <sup>[3]</sup>	Total	Status
Coldstream	Jackson/Minne	south of Ilderton extension of bowling green	7.33	10	0	0	10	Under Review
Coldstream	Rob Sanderson	south of Ilderton Road west of Coldstream Rd (formerly Brown)	4.86	13	0	0	13	Under Review
<b>Total Proposed and Under Review</b>			<b>12.18</b>	<b>23</b>	<b>0</b>	<b>0</b>	<b>23</b>	

	Total Developable Area (ha)	Low Density <sup>[1]</sup>	Medium Density <sup>[2]</sup>	High Density <sup>[3]</sup>	Total
<b>Total for Hamlets</b>	<b>23.39</b>	<b>36</b>	<b>-</b>	<b>-</b>	<b>36</b>

<sup>[1]</sup> Includes singles and semi-detached units.

<sup>[2]</sup> Includes townhouses and apartments in duplexes.

<sup>[3]</sup> Includes bachelor, 1-bedroom, and 2-bedroom+ apartments.

<sup>[4]</sup> Potential unit yield based on permitted density.

Source: Municipality of Middlesex Centre Planning Department as of September 2020 summarized by Watson & Associates Economists Ltd., 2021.



### B.6 Municipality of Middlesex Centre Residential Land Supply

Area	Hamlet (ha)	Residential (ha)	Vacant Residential Land (ha)	Occupied Residential Land (ha)	Planning Development Applications (ha) <sup>[1]</sup>			Vacant Residential Land (ha)
					Registered & Draft Approved	Site Plan Applications & Proposed	Total Planning Development Applications	
Arva	0.00	69.19	24.40	44.79	0.00	23.00	23.00	1.40
Ballymote	17.46	0.00	3.64	13.82	0.00	0.00	0.00	3.64
Birr	46.05	0.00	16.24	29.81	0.00	0.00	0.00	16.24
Bryanston	22.03	0.00	2.74	19.29	0.00	0.00	0.00	2.74
Delware	0.00	191.03	54.02	137.01	4.85	15.68	20.53	33.48
Denfield	31.45	0.00	5.35	26.53	0.43	0.00	0.43	4.92
Ilderton	0.00	151.79	63.54	88.25	37.05	26.29	63.34	0.20
Komoka-Kilworth	0.00	536.46	264.16	272.30	108.70	105.65	214.35	49.81
Lobo	24.85	0.00	1.63	23.22	0.00	0.00	0.00	1.63
Melrose	57.91	0.00	8.23	49.68	0.00	0.00	0.00	8.23
Poplar Hill-Coldstream	249.82	0.00	121.01	151.77	10.78	12.18	22.96	98.05
<b>Middlesex Centre</b>	<b>449.57</b>	<b>948.47</b>	<b>564.95</b>	<b>856.48</b>	<b>161.81</b>	<b>182.80</b>	<b>344.61</b>	<b>220.33</b>
		<b>1,398.04</b>	<b>465.87</b>	<b>856.48</b>			<b>344.61</b>	<b>220.33</b>

<sup>[1]</sup> Gross developable land includes environmental features and roads and other internal infrastructure.

Note: Figures may not add precisely due to rounding.

Source: Municipality of Middlesex Centre summarized by Watson & Associates Economists Ltd., 2021.



# Appendix C

## Growth Projections

### Approach/Methodology



# Appendix C: Growth Projection Approach/Methodology

## Approach and Methodology

The population, household and employment forecast methodology adopted for this study utilizes a combined forecasting approach, which incorporates both the traditional “top-down” cohort-survival forecast methodology (i.e. population by age-cohort) and a “bottom-up” household formation methodology. This combined approach is adopted to ensure that both regional economic/demographic trends and local housing market conditions are adequately assessed in developing the Municipality’s long-term growth potential.

### C.1 Economic Base Model

Local/regional economic activities can be divided into two categories: those that are “export-based,” and those that are “community-based.” The export-based sector is comprised of industries (i.e. economic clusters) that produce goods that reach markets outside the community (e.g. agriculture and primary resources, manufacturing, research and development). Export-based industries also provide services to temporary and seasonal residents of the Municipality (hotels, restaurants, tourism-related sectors, colleges and universities) or to businesses outside the Municipality (specialized financial, professional, scientific and technical services). Community-based industries produce services that primarily meet the needs of the residents in the Municipality (retail, medical, primary and secondary education, and personal and government services). Ultimately, future population and housing growth within the Municipality of Middlesex Centre has been determined in large measure by the competitiveness of the export-based economy within the Municipality and the surrounding market area. In developing the long-term labour force and population forecast for the Municipality of Middlesex Centre, a review of key regional and local economic growth drivers was also considered. The approach is illustrated schematically in Figure C-1.





Forecast trends in population age structure provide important insights with respect to future housing needs based on forecast trends in average household occupancy. Total housing growth is generated from the population forecast by major age group using a headship rate forecast.

A headship rate is defined as the number of primary household maintainers or heads of households by major population age group (i.e. cohort). Average headship rates do not tend to vary significantly over time by major age group; however, the number of maintainers per household varies by population age group. For example, the ratio of household maintainers per total housing occupants is higher on average for households occupied by older cohorts (i.e. 55+ years of age) as opposed to households occupied by adults 29 to 54 years of age. This is important because, as the Municipality's population ages, the ratio of household maintainers is anticipated to increase. The average headship rate represents the inverse of the average number of persons per unit (P.P.U.). As such, as the Municipality's population ages over time, the average P.P.U. is forecast to steadily decline as the ratio of household maintainers per total housing occupants increases. Figure C-2 summarizes the cohort-survival forecast methodology, which is a provincially accepted approach to projecting population and corresponding total household formation.<sup>[1]</sup>

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[1] Projection Methodology Guideline. A Guide to Projecting Population, Housing Need, Employment and Related Land Requirements. 1995.

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Figure C-2  
Cohort-Survival Population and Household Forecast Methodology





This forecasting approach has been developed in accordance with the Provincial Projection Methodology Guidelines and industry best practices.<sup>[1]</sup> This approach focuses on the rate of historical housing construction in the Municipality of Middlesex Centre and the surrounding area, adjusted to incorporate supply and demand factors by geographic area, such as servicing constraints, housing units in the development process, as well as historical housing demand. Population is then forecast by developing assumptions on average household size by unit type, taking into consideration the higher average occupancy of new housing units and the decline in P.P.U. over time within existing households.

### **C.3 Forecast Households by Structure Type**

Forecast households have been categorized by the following structure types:

- Low density (singles/semi-detached);
- Medium density (townhouses); and
- High density (apartments).

Forecast housing growth by structure type has been developed based on the following supply and demand factors:

#### Supply Factors

- Supply of potential future housing stock in the development process by housing type and approval status;
- Lag-time between housing starts and completions;
- Housing intensification opportunities;
- Current inventory of net vacant designated urban “greenfield” lands not currently in the development approvals process; and
- Provincial and local planning policy.

#### Demand Factors

- Historical housing activity based on building permit activity/housing completions;
- Propensity trends by structure type for the Municipality of Middlesex Centre;

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<sup>[1]</sup> Projection Methodology Guidelines. A Guide to Projecting Population, Housing Need, Employment and Related Land Requirements. 1995.



- Commuting trends and access to surrounding employment markets;
- Market demand for housing intensification;
- Appeal to families, empty nesters and seniors; and
- Major infrastructure improvements and expansions.

#### C.4 Employment Forecast

The long-term employment growth potential for the Municipality of Middlesex Centre has been developed from the labour force growth forecast, which considers both the rate and age structure of forecast labour force growth over the 2016 to 2046 planning horizon. A long-term employment growth forecast by major employment sector/ category (i.e. primary, industrial, commercial, institutional, work at home) was then established using the employment “activity rate” method.<sup>[1]</sup>

When forecasting long-term employment, it is important to understand how growth in the Municipality’s major employment categories (i.e. industrial, commercial and institutional) is impacted by forecast labour force and population growth. Population-related employment (i.e. retail, schools, service and commercial) is generally automatically attracted to locations convenient to residents. Typically, as the population grows, the demand for population-related employment also increases to service the needs of the local community. Forecast commercial and institutional activity rates have been based on historical activity rates and employment trends, as well as future commercial and institutional employment prospects within a local and regional context. Similar to population-related employment, home-based employment is also anticipated to generally increase in proportion to population growth.<sup>[2]</sup>

Industrial and office commercial employment (export-based employment), on the other hand, is not closely linked to population growth and tends to be more influenced by broader market conditions (i.e. economic competitiveness, transportation access, access to labour, and distance to employment markets), as well as local site characteristics, such as servicing capacity, highway access and exposure, site size/ configuration, physical conditions and site location within existing and future

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<sup>[1]</sup> An employment activity rate is defined as the number of jobs in a municipality divided by the number of residents.

<sup>[2]</sup> Due to further advancements in telecommunications technology, it is anticipated that home-based employment activity rates may increase over the forecast period for the Municipality.



Employment Areas throughout the Municipality and the surrounding market area. As such, industrial employment (employment lands employment) is not anticipated to increase in direct proportion to population growth and has been based on a review of the following:

- Macro-economic trends influencing employment lands development (i.e. industrial and office employment) within the Municipality of Middlesex Centre and the surrounding market area);
- Historical employment trends (i.e. review of established and emerging employment clusters), non-residential construction activity and recent employment land absorption rates;
- Availability of serviced employment land supply (i.e. shovel-ready employment land) and future planned greenfield development opportunities on vacant designated employment lands within the Municipality of Middlesex Centre and the surrounding market area;
- Recent land sales of municipally-owned vs. privately-owned industrial lands within the Municipality of Middlesex Centre and the surrounding market area; and
- Recent trends in industrial land prices and overall cost competitiveness on employment lands.



# Appendix D

## Supplementary Growth Scenarios



# Appendix D: Supplementary Growth Scenarios

## D.1 Low Scenario

Table D-1A  
Municipality of Middlesex Centre  
Residential Growth Forecast Summary

Year		Population		Housing Units					Persons Per Unit (P.P.U.) with undercount	Persons Per Unit (P.P.U.) without undercount		
		Including Census undercount <sup>[1]</sup>	Excluding Census undercount	Low Density <sup>[2]</sup>	Medium Density <sup>[3]</sup>	High Density <sup>[4]</sup>	Other	Total Households				
Historical	2001	14,800	14,200	4,570	30	120	10	4,720	3.14	3.02		
	2006	16,200	15,600	4,820	290	110	20	5,230	3.09	2.98		
	2011	16,900	16,500	5,410	150	90	10	5,650	3.00	2.92		
	2016	17,800	17,300	5,710	140	140	-	5,990	2.98	2.88		
Forecast	2021	19,300	18,700	6,250	160	140	-	6,550	2.95	2.85		
	2026	20,100	19,400	6,760	190	160	-	7,110	2.83	2.73		
	2031	21,100	20,400	7,250	240	210	-	7,690	2.75	2.65		
	2036	22,700	22,000	7,820	330	280	-	8,430	2.69	2.60		
	2041	24,600	23,800	8,460	480	370	-	9,310	2.64	2.55		
	2046	26,600	25,700	9,060	630	490	-	10,180	2.61	2.52		
Incremental	2001 to 2006	1,400	1,400	250	260	-	10	10	510	-	-	
	2006 to 2011	700	900	590	-	140	-	20	10	420	-	-
	2011 to 2016	900	800	300	-	10	50	-	10	340	-	-
	2016 to 2021	1,500	1,400	540	20	-	-	-	560	-	-	
	2016 to 2026	2,300	2,100	1,050	50	20	-	-	1,120	-	-	
	2016 to 2031	3,300	3,100	1,540	100	70	-	-	1,700	-	-	
	2016 to 2036	4,900	4,700	2,110	190	140	-	-	2,440	-	-	
	2016 to 2041	6,800	6,500	2,750	340	230	-	-	3,320	-	-	
2016 to 2046	8,800	8,400	3,350	490	350	-	-	4,190	-	-		

<sup>[1]</sup> Population includes net Census undercount estimated at approximately 3.5%.

<sup>[2]</sup> Includes singles and semi-detached units.

<sup>[3]</sup> Includes townhouses and apartments in duplexes.

<sup>[4]</sup> Includes bachelor, 1-bedroom, and 2-bedroom+ apartments.

Note: Figures may not add due to rounding.

Source: Historical 2001 to 2016 derived from Statistics Canada Census profiles. Forecast prepared by Watson & Associates Economists Ltd., 2021.



Table D-1B  
Municipality of Middlesex Centre  
Employment Growth Forecast Summary

Period	Population	Activity Rate							Employment						
		Primary	Work at Home	Industrial	Commercial/ Population Related	Institutional	N.F.P.O.W. <sup>[1]</sup>	Total Employment (Including N.F.P.O.W.) <sup>[1]</sup>	Primary	Work at Home	Industrial	Commercial/ Population Related	Institutional	N.F.P.O.W. <sup>[1]</sup>	Total Employment (Including N.F.P.O.W.) <sup>[1]</sup>
Mid-2001	14,200	0.015	0.092	0.057	0.064	0.046	0.058	0.332	210	1,310	810	910	660	820	4,720
Mid-2006	15,600	0.016	0.078	0.071	0.060	0.058	0.051	0.333	250	1,220	1,110	930	900	790	5,200
Mid-2011	16,500	0.015	0.074	0.066	0.053	0.045	0.055	0.307	240	1,220	1,090	870	750	900	5,070
Mid-2016	17,300	0.016	0.073	0.068	0.070	0.052	0.060	0.338	270	1,260	1,180	1,210	900	1,030	5,850
Mid-2021	18,700	0.015	0.072	0.065	0.078	0.050	0.000	0.357	280	1,350	1,210	1,450	940	1,120	6,350
Mid-2026	19,400	0.014	0.070	0.068	0.076	0.051	0.000	0.277	270	1,350	1,310	1,470	980	1,150	6,530
Mid-2031	20,400	0.014	0.069	0.071	0.074	0.052	0.000	0.281	290	1,410	1,460	1,510	1,070	1,200	6,940
Mid-2036	22,000	0.014	0.070	0.076	0.073	0.053	0.000	0.286	310	1,530	1,660	1,600	1,170	1,300	7,570
Mid-2041	23,800	0.014	0.069	0.078	0.071	0.053	0.000	0.284	330	1,630	1,840	1,690	1,260	1,370	8,120
Mid-2046	25,700	0.014	0.069	0.080	0.069	0.054	0.000	0.285	360	1,770	2,040	1,770	1,380	1,470	8,790
<b>Incremental Change</b>															
Mid-2001 - Mid-2006	1,400	0.001	-0.014	0.014	-0.004	0.011	-0.007	0.001	40	-90	300	20	240	-30	480
Mid-2006 - Mid-2011	900	-0.001	-0.004	-0.005	-0.007	-0.012	0.004	-0.026	-10	0	-20	-60	-150	110	-130
Mid-2011 - Mid-2016	800	0.001	-0.001	0.002	0.017	0.007	0.005	0.031	30	40	90	340	150	130	780
Mid-2016 - Mid-2021	1,400	-0.001	-0.001	-0.003	0.008	-0.002	-0.060	0.019	10	90	30	240	40	90	500
Mid-2016 - Mid-2026	2,100	-0.002	-0.003	-0.001	0.006	-0.002	-0.060	-0.061	0	90	130	260	80	120	680
Mid-2016 - Mid-2031	3,100	-0.002	-0.004	0.003	0.004	0.000	-0.060	-0.058	20	150	280	300	170	170	1,090
Mid-2016 - Mid-2036	4,700	-0.001	-0.003	0.007	0.003	0.001	-0.060	-0.052	40	270	480	390	270	270	1,720
Mid-2016 - Mid-2041	6,500	-0.002	-0.004	0.009	0.001	0.001	-0.060	-0.054	60	370	660	480	360	340	2,270
Mid-2016 - Mid-2046	8,400	-0.002	-0.004	0.011	-0.001	0.002	-0.060	-0.053	90	510	860	560	480	440	2,940
<b>Annual Average</b>															
Mid-2001 - Mid-2006	280	0.000	-0.003	0.003	-0.001	0.002	-0.001	0.000	8	-18	60	4	48	-6	96
Mid-2006 - Mid-2011	180	0.000	-0.001	-0.001	-0.001	-0.002	0.001	-0.005	-2	0	-4	-12	-30	22	-26
Mid-2011 - Mid-2016	160	0.000	0.000	0.000	0.003	0.001	0.001	0.006	6	8	18	68	30	26	156
Mid-2016 - Mid-2021	280	0.000	0.000	-0.001	0.002	0.000	-0.012	0.004	2	18	6	48	8	18	100
Mid-2016 - Mid-2026	210	0.000	0.000	0.000	0.001	0.000	-0.006	-0.006	0	9	13	26	8	12	68
Mid-2016 - Mid-2031	207	0.000	0.000	0.000	0.000	0.000	-0.004	-0.004	1	10	19	20	11	11	73
Mid-2016 - Mid-2036	235	0.000	0.000	0.000	0.000	0.000	-0.002	-0.002	2	14	24	20	14	14	86
Mid-2016 - Mid-2041	260	0.000	0.000	0.000	0.000	0.000	-0.002	-0.002	2	15	26	19	14	14	91
Mid-2016 - Mid-2046	280	0.000	0.000	0.000	0.000	0.000	-0.002	-0.002	3	17	29	19	16	15	98

<sup>[1]</sup> Statistics Canada defines employees with no fixed place of work as “persons who do not go from home to the same workplace location at the beginning of each shift. Such persons include building and landscape contractors, travelling salespersons, independent truck drivers, etc.”  
Source: Watson & Associates Economists Ltd., 2021.



## D.2 Medium Scenario

Table D-2A  
Municipality of Middlesex Centre  
Residential Growth Forecast Summary

Year		Population		Housing Units					Persons Per Unit (P.P.U.) with undercount	Persons Per Unit (P.P.U.) without undercount			
		Including Census undercount <sup>[1]</sup>	Excluding Census undercount	Low Density <sup>[2]</sup>	Medium Density <sup>[3]</sup>	High Density <sup>[4]</sup>	Other	Total Households					
Historical	2001	14,800	14,200	4,570	30	120	10	4,720	3.14	3.02			
	2006	16,200	15,600	4,820	290	110	20	5,230	3.09	2.98			
	2011	16,900	16,500	5,410	150	90	10	5,650	3.00	2.92			
	2016	17,800	17,300	5,710	140	140	-	5,990	2.98	2.88			
Forecast	2021	19,600	18,900	6,350	170	140	-	6,650	2.95	2.85			
	2026	22,900	22,100	7,290	220	170	-	7,680	2.83	2.73			
	2031	25,500	24,700	8,210	310	250	-	8,770	2.75	2.65			
	2036	27,800	26,900	8,920	440	350	-	9,700	2.69	2.60			
	2041	30,200	29,200	9,660	630	470	-	10,760	2.64	2.55			
	2046	32,700	31,600	10,310	810	630	-	11,750	2.61	2.52			
Incremental	2001 to 2006	1,400	1,400	250	260	-	10	10	510	-	-		
	2006 to 2011	700	900	590	-	140	-	20	-	10	420	-	-
	2011 to 2016	900	800	300	-	10	-	50	-	10	340	-	-
	2016 to 2021	1,800	1,600	640	30	-	-	-	660	-	-	-	-
	2016 to 2026	5,100	4,800	1,580	80	30	-	-	1,690	-	-	-	-
	2016 to 2031	7,700	7,400	2,500	170	110	-	-	2,780	-	-	-	-
	2016 to 2036	10,000	9,600	3,210	300	210	-	-	3,710	-	-	-	-
	2016 to 2041	12,400	11,900	3,950	490	330	-	-	4,770	-	-	-	-
2016 to 2046	14,900	14,300	4,600	670	490	-	-	5,760	-	-	-	-	

<sup>[1]</sup> Population includes net Census undercount estimated at approximately 3.5%.

<sup>[2]</sup> Includes singles and semi-detached units.

<sup>[3]</sup> Includes townhouses and apartments in duplexes.

<sup>[4]</sup> Includes bachelor, 1-bedroom, and 2-bedroom+ apartments.

Note: Figures may not add due to rounding.

Source: Historical 2001 to 2016 derived from Statistics Canada Census profiles. Forecast prepared by Watson & Associates Economists Ltd., 2021.



Table D-2B  
Municipality of Middlesex Centre  
Employment Growth Forecast Summary

Period	Population	Activity Rate							Employment						
		Primary	Work at Home	Industrial	Commercial/ Population Related	Institutional	N.F.P.O.W. <sup>[1]</sup>	Total Employment (Including N.F.P.O.W.) <sup>[1]</sup>	Primary	Work at Home	Industrial	Commercial/ Population Related	Institutional	N.F.P.O.W. <sup>[1]</sup>	Total Employment (Including N.F.P.O.W.) <sup>[1]</sup>
Mid-2001	14,200	0.015	0.092	0.057	0.064	0.046	0.058	0.332	210	1,310	810	910	660	820	4,720
Mid-2006	15,600	0.016	0.078	0.071	0.060	0.058	0.051	0.333	250	1,220	1,110	930	900	790	5,200
Mid-2011	16,500	0.015	0.074	0.066	0.053	0.045	0.055	0.307	240	1,220	1,090	870	750	900	5,070
Mid-2016	17,300	0.016	0.073	0.068	0.070	0.052	0.060	0.338	270	1,260	1,180	1,210	900	1,030	5,850
Mid-2021	18,900	0.015	0.072	0.065	0.078	0.050	0.000	0.358	280	1,360	1,230	1,470	950	1,140	6,430
Mid-2026	22,100	0.014	0.070	0.068	0.076	0.051	0.000	0.277	310	1,540	1,490	1,670	1,120	1,300	7,430
Mid-2031	24,700	0.014	0.069	0.071	0.074	0.052	0.000	0.281	350	1,700	1,760	1,830	1,290	1,450	8,380
Mid-2036	26,900	0.014	0.070	0.076	0.073	0.053	0.000	0.286	380	1,880	2,030	1,960	1,430	1,590	9,270
Mid-2041	29,200	0.014	0.069	0.078	0.071	0.053	0.000	0.284	410	2,000	2,260	2,070	1,550	1,680	9,970
Mid-2046	31,600	0.014	0.069	0.080	0.069	0.054	0.000	0.285	440	2,180	2,520	2,180	1,700	1,810	10,830
<b>Incremental Change</b>															
Mid-2001 - Mid-2006	1,400	0.001	-0.014	0.014	-0.004	0.011	-0.007	0.001	40	-90	300	20	240	-30	480
Mid-2006 - Mid-2011	900	-0.001	-0.004	-0.005	-0.007	-0.012	0.004	-0.026	-10	0	-20	-60	-150	110	-130
Mid-2011 - Mid-2016	800	0.001	-0.001	0.002	0.017	0.007	0.005	0.031	30	40	90	340	150	130	780
Mid-2016 - Mid-2021	1,600	-0.001	-0.001	-0.003	0.008	-0.002	-0.060	0.019	10	100	50	260	50	110	580
Mid-2016 - Mid-2026	4,800	-0.002	-0.003	-0.001	0.006	-0.002	-0.060	-0.061	40	280	310	460	220	270	1,580
Mid-2016 - Mid-2031	7,400	-0.002	-0.004	0.003	0.004	0.000	-0.060	-0.058	80	440	580	620	390	420	2,530
Mid-2016 - Mid-2036	9,600	-0.001	-0.003	0.007	0.003	0.001	-0.060	-0.052	110	620	850	750	530	560	3,420
Mid-2016 - Mid-2041	11,900	-0.002	-0.004	0.009	0.001	0.001	-0.060	-0.054	140	740	1,080	860	650	650	4,120
Mid-2016 - Mid-2046	14,300	-0.002	-0.004	0.011	-0.001	0.002	-0.060	-0.053	170	920	1,340	970	800	780	4,980
<b>Annual Average</b>															
Mid-2001 - Mid-2006	280	0.000	-0.003	0.003	-0.001	0.002	-0.001	0.000	8	-18	60	4	48	-6	96
Mid-2006 - Mid-2011	180	0.000	-0.001	-0.001	-0.001	-0.002	0.001	-0.005	-2	0	-4	-12	-30	22	-26
Mid-2011 - Mid-2016	160	0.000	0.000	0.000	0.003	0.001	0.001	0.006	6	8	18	68	30	26	156
Mid-2016 - Mid-2021	320	0.000	0.000	-0.001	0.002	0.000	-0.012	0.004	2	20	10	52	10	22	116
Mid-2016 - Mid-2026	480	0.000	0.000	0.000	0.001	0.000	-0.006	-0.006	4	28	31	46	22	27	158
Mid-2016 - Mid-2031	493	0.000	0.000	0.000	0.000	0.000	-0.004	-0.004	5	29	39	41	26	28	169
Mid-2016 - Mid-2036	480	0.000	0.000	0.000	0.000	0.000	-0.002	-0.002	6	31	43	38	27	28	171
Mid-2016 - Mid-2041	476	0.000	0.000	0.000	0.000	0.000	-0.002	-0.002	6	30	43	34	26	26	165
Mid-2016 - Mid-2046	477	0.000	0.000	0.000	0.000	0.000	-0.002	-0.002	6	31	45	32	27	26	166

<sup>[1]</sup> Statistics Canada defines employees with no fixed place of work as “persons who do not go from home to the same workplace location at the beginning of each shift. Such persons include building and landscape contractors, travelling salespersons, independent truck drivers, etc.”  
Source: Watson & Associates Economists Ltd., 2021.



### D.3 High Scenario

Table D-3A  
Municipality of Middlesex Centre  
Residential Growth Forecast Summary

Year		Population		Housing Units					Persons Per Unit (P.P.U.) with undercount	Persons Per Unit (P.P.U.) without undercount	
		Including Census undercount <sup>[1]</sup>	Excluding Census undercount	Low Density <sup>[2]</sup>	Medium Density <sup>[3]</sup>	High Density <sup>[4]</sup>	Other	Total Households			
Historical	2001	14,800	14,200	4,570	30	120	10	4,720	3.14	3.02	
	2006	16,200	15,600	4,820	290	110	20	5,230	3.09	2.98	
	2011	16,900	16,500	5,410	150	90	10	5,650	3.00	2.92	
	2016	17,800	17,300	5,710	140	140	-	5,990	2.98	2.88	
Forecast	2021	20,100	19,400	6,440	180	140	-	6,760	2.95	2.85	
	2026	23,400	22,600	7,530	230	180	-	7,940	2.83	2.73	
	2031	26,700	25,800	8,570	330	260	-	9,160	2.75	2.65	
	2036	29,600	28,600	9,510	490	380	-	10,390	2.69	2.60	
	2041	32,900	31,800	10,380	710	530	-	11,630	2.64	2.55	
	2046	35,500	34,300	11,110	930	710	-	12,750	2.61	2.52	
Incremental	<b>2001 to 2006</b>	1,400	1,400	250	260	-	10	10	510	-	-
	<b>2006 to 2011</b>	700	900	590	-	140	-	20	10	420	-
	<b>2011 to 2016</b>	900	800	300	-	10	50	-	10	340	-
	<b>2016 to 2021</b>	2,300	2,100	730	40	-	-	-	770	-	-
	<b>2016 to 2026</b>	5,600	5,300	1,820	90	40	-	-	1,950	-	-
	<b>2016 to 2031</b>	8,900	8,500	2,860	190	120	-	-	3,170	-	-
	<b>2016 to 2036</b>	11,800	11,300	3,800	350	240	-	-	4,400	-	-
	<b>2016 to 2041</b>	15,100	14,500	4,670	570	390	-	-	5,640	-	-
<b>2016 to 2046</b>	17,700	17,000	5,400	790	570	-	-	6,760	-	-	

<sup>[1]</sup> Population includes net Census undercount estimated at approximately 3.5%.

<sup>[2]</sup> Includes singles and semi-detached units.

<sup>[3]</sup> Includes townhouses and apartments in duplexes.

<sup>[4]</sup> Includes bachelor, 1-bedroom, and 2-bedroom+ apartments.

Note: Figures may not add due to rounding.

Source: Historical 2001 to 2016 derived from Statistics Canada Census profiles. Forecast prepared by Watson & Associates Economists Ltd., 2021.



Table D-3B  
Municipality of Middlesex Centre  
Employment Growth Forecast Summary

Period	Population	Activity Rate							Employment						
		Primary	Work at Home	Industrial	Commercial/ Population Related	Institutional	N.F.P.O.W. <sup>[1]</sup>	Total Employment (Including N.F.P.O.W.) <sup>[1]</sup>	Primary	Work at Home	Industrial	Commercial/ Population Related	Institutional	N.F.P.O.W. <sup>[1]</sup>	Total Employment (Including N.F.P.O.W.) <sup>[1]</sup>
Mid-2001	14,200	0.015	0.092	0.057	0.064	0.046	0.058	0.332	210	1,310	810	910	660	820	4,720
Mid-2006	15,600	0.016	0.078	0.071	0.060	0.058	0.051	0.333	250	1,220	1,110	930	900	790	5,200
Mid-2011	16,500	0.015	0.074	0.066	0.053	0.045	0.055	0.307	240	1,220	1,090	870	750	900	5,070
Mid-2016	17,300	0.016	0.073	0.068	0.070	0.052	0.060	0.338	270	1,260	1,180	1,210	900	1,030	5,850
Mid-2021	19,400	0.015	0.072	0.065	0.078	0.050	0.000	0.358	290	1,400	1,260	1,510	980	1,160	6,600
Mid-2026	22,600	0.014	0.070	0.068	0.076	0.051	0.000	0.277	320	1,570	1,530	1,710	1,140	1,330	7,600
Mid-2031	25,800	0.014	0.069	0.071	0.074	0.052	0.000	0.281	360	1,780	1,840	1,910	1,340	1,510	8,740
Mid-2036	28,600	0.014	0.070	0.076	0.073	0.053	0.000	0.286	410	2,000	2,160	2,090	1,520	1,690	9,870
Mid-2041	31,800	0.014	0.069	0.078	0.071	0.053	0.000	0.284	450	2,180	2,470	2,260	1,690	1,830	10,880
Mid-2046	34,300	0.014	0.069	0.080	0.069	0.054	0.000	0.285	480	2,370	2,730	2,370	1,850	1,960	11,760
<b>Incremental Change</b>															
Mid-2001 - Mid-2006	1,400	0.001	-0.014	0.014	-0.004	0.011	-0.007	0.001	40	-90	300	20	240	-30	480
Mid-2006 - Mid-2011	900	-0.001	-0.004	-0.005	-0.007	-0.012	0.004	-0.026	-10	0	-20	-60	-150	110	-130
Mid-2011 - Mid-2016	800	0.001	-0.001	0.002	0.017	0.007	0.005	0.031	30	40	90	340	150	130	780
Mid-2016 - Mid-2021	2,100	-0.001	-0.001	-0.003	0.008	-0.002	-0.060	0.019	20	140	80	300	80	130	750
Mid-2016 - Mid-2026	5,300	-0.002	-0.003	-0.001	0.006	-0.002	-0.060	-0.061	50	310	350	500	240	300	1,750
Mid-2016 - Mid-2031	8,500	-0.002	-0.004	0.003	0.004	0.000	-0.060	-0.058	90	520	660	700	440	480	2,890
Mid-2016 - Mid-2036	11,300	-0.001	-0.003	0.007	0.003	0.001	-0.060	-0.052	140	740	980	880	620	660	4,020
Mid-2016 - Mid-2041	14,500	-0.002	-0.004	0.009	0.001	0.001	-0.060	-0.054	180	920	1,290	1,050	790	800	5,030
Mid-2016 - Mid-2046	17,000	-0.002	-0.004	0.011	-0.001	0.002	-0.060	-0.053	210	1,110	1,550	1,160	950	930	5,910
<b>Annual Average</b>															
Mid-2001 - Mid-2006	280	0.000	-0.003	0.003	-0.001	0.002	-0.001	0.000	8	-18	60	4	48	-6	96
Mid-2006 - Mid-2011	180	0.000	-0.001	-0.001	-0.001	-0.002	0.001	-0.005	-2	0	-4	-12	-30	22	-26
Mid-2011 - Mid-2016	160	0.000	0.000	0.000	0.003	0.001	0.001	0.006	6	8	18	68	30	26	156
Mid-2016 - Mid-2021	420	0.000	0.000	-0.001	0.002	0.000	-0.012	0.004	4	28	16	60	16	26	150
Mid-2016 - Mid-2026	530	0.000	0.000	0.000	0.001	0.000	-0.006	-0.006	5	31	35	50	24	30	175
Mid-2016 - Mid-2031	567	0.000	0.000	0.000	0.000	0.000	-0.004	-0.004	6	35	44	47	29	32	193
Mid-2016 - Mid-2036	565	0.000	0.000	0.000	0.000	0.000	-0.002	-0.002	7	37	49	44	31	33	201
Mid-2016 - Mid-2041	580	0.000	0.000	0.000	0.000	0.000	-0.002	-0.002	7	37	52	42	32	32	201
Mid-2016 - Mid-2046	567	0.000	0.000	0.000	0.000	0.000	-0.002	-0.002	7	37	52	39	32	31	197

<sup>[1]</sup> Statistics Canada defines employees with no fixed place of work as “persons who do not go from home to the same workplace location at the beginning of each shift. Such persons include building and landscape contractors, travelling salespersons, independent truck drivers, etc.”  
Source: Watson & Associates Economists Ltd., 2021.



Table D-3C  
Municipality of Middlesex Centre  
Residential Growth Forecast by Settlement Area  
and Remaining Hamlets and Rural Area

Development Location	Forecast Period	Low Density <sup>[1]</sup>	Medium Density <sup>[2]</sup>	High Density <sup>[3]</sup>	Total Residential Units
Arva	2016	120	70	0	190
	2021	120	70	0	190
	2026	140	70	0	210
	2031	200	80	10	290
	2036	280	110	20	410
	2041	360	150	30	540
	2046	440	200	50	690
	2016-2046	320	130	50	500
	64%	26%	10%	100%	
Delaware	2016	530	0	20	550
	2021	540	0	20	560
	2026	570	10	20	600
	2031	620	20	30	670
	2036	680	40	30	750
	2041	750	60	50	860
	2046	840	90	70	1,000
	2016-2046	310	90	50	450
	69%	20%	11%	100%	
Ilderton	2016	1,150	0	50	1,200
	2021	1,340	0	50	1,390
	2026	1,540	30	50	1,620
	2031	1,740	60	60	1,860
	2036	1,960	90	70	2,120
	2041	2,180	130	90	2,400
	2046	2,340	180	110	2,630
	2016-2046	1,190	180	60	1,430
	83%	13%	4%	100%	

[1] Includes singles and semi-detached units.

[2] Includes townhouses and apartments in duplexes.

[3] Includes bachelor, 1-bedroom, 2-bedroom+ apartments.

Note: Figures may not add due to rounding.

Source: Watson & Associates Economists Ltd., 2021.



Table D-3C (Continued)  
Municipality of Middlesex Centre  
Residential Growth Forecast by Settlement Area and  
Remaining Hamlets and Rural Area

Development Location	Forecast Period	Low Density <sup>[1]</sup>	Medium Density <sup>[2]</sup>	High Density <sup>[3]</sup>	Total Residential Units
Komoka-Kilworth	2016	1,540	0	70	1,610
	2021	1,990	40	70	2,100
	2026	2,750	70	100	2,920
	2031	3,400	120	170	3,690
	2036	3,920	200	260	4,380
	2041	4,340	310	370	5,020
	2046	4,660	400	490	5,550
	2016-2046	3,120 79%	400 10%	420 11%	3,940 100%
Rural	2016	2,390	50	0	2,440
	2021	2,470	50	0	2,520
	2026	2,540	50	0	2,590
	2031	2,610	50	0	2,660
	2036	2,690	50	0	2,740
	2041	2,760	50	0	2,810
	2046	2,840	50	0	2,890
	2016-2046	450 100%	0 0%	0 0%	450 100%
Municipality of Middlesex Centre	2016	5,710	140	140	5,990
	2021	6,440	180	140	6,760
	2026	7,530	240	180	7,950
	2031	8,570	330	260	9,160
	2036	9,510	490	380	10,380
	2041	10,380	720	530	11,630
	2046	11,110	930	710	12,750
	2016-2046	5,400 80%	790 12%	570 8%	6,760 100%

<sup>[1]</sup> Includes singles and semi-detached units.

<sup>[2]</sup> Includes townhouses and apartments in duplexes.

<sup>[3]</sup> Includes bachelor, 1-bedroom, 2-bedroom+ apartments.

Note: Figures may not add due to rounding.

Source: Watson & Associates Economists Ltd., 2021.



**Table D-3D**  
**Municipality of Middlesex Centre**  
**Employment Growth Forecast Summary by Settlement Area and Hamlets and Remaining Rural Area**

Development Location	Forecast Period	Primary	Work at Home	Industrial	Commercial	Institutional	N.F.P.O.W. <sup>[1]</sup>	Total Employment	Share of Middlesex Centre Employment (2016 to 2046)
Arva	2016 to 2021	0	0	0	0	0	0	0	5%
	2016 to 2026	0	0	0	10	0	0	20	
	2016 to 2031	0	20	0	20	10	20	70	
	2016 to 2036	0	40	0	40	30	30	150	
	2016 to 2041	0	60	0	70	50	50	230	
	2016 to 2046	0	80	0	80	70	70	290	
		0%	28%	0%	28%	24%	24%	100%	
Delaware	2016 to 2021	0	0	70	0	0	0	80	59%
	2016 to 2026	0	70	330	110	60	70	650	
	2016 to 2031	0	140	640	180	110	130	1,190	
	2016 to 2036	0	200	950	240	170	180	1,730	
	2016 to 2041	0	270	1,240	300	230	230	2,280	
	2016 to 2046	0	540	1,500	560	460	450	3,510	
		0%	15%	43%	16%	13%	13%	100%	
Ilderton	2016 to 2021	0	40	0	80	20	40	170	11%
	2016 to 2016	0	70	0	110	50	70	300	
	2016 to 2021	0	100	10	130	80	90	400	
	2016 to 2026	0	130	10	150	110	110	500	
	2016 to 2031	0	150	10	170	130	130	580	
	2016 to 2046	0	170	20	170	140	140	640	
		0%	27%	3%	27%	22%	22%	100%	
Komoka-Kilworth	2016 to 2021	0	100	0	220	60	100	480	18%
	2016 to 2026	0	170	10	260	130	160	730	
	2016 to 2031	0	210	10	270	180	190	860	
	2016 to 2036	0	280	10	330	240	250	1,120	
	2016 to 2041	0	350	10	400	300	300	1,360	
	2016 to 2046	0	280	20	290	240	240	1,060	
		0%	26%	2%	27%	23%	23%	100%	
Rural	2016 to 2021	20	0	0	0	0	0	30	9%
	2016 to 2026	50	10	0	10	10	10	80	
	2016 to 2031	100	20	10	20	10	20	170	
	2016 to 2036	140	30	10	40	30	30	270	
	2016 to 2041	180	50	20	50	40	40	370	
	2016 to 2046	220	80	20	80	70	70	530	
		42%	15%	4%	15%	13%	13%	100%	
Middlesex Centre	2016 to 2021	20	140	70	300	80	140	750	100%
	2016 to 2026	50	320	350	500	240	310	1,760	
	2016 to 2031	100	530	660	700	440	490	2,910	
	2016 to 2036	140	740	980	870	620	660	4,020	
	2016 to 2041	180	930	1,280	1,050	790	800	5,030	
	2016 to 2046	220	1,110	1,550	1,150	950	930	5,910	
		4%	19%	26%	19%	16%	16%	100%	

<sup>[1]</sup> Statistics Canada defines employees with no fixed place of work as “persons who do not go from home to the same workplace location at the beginning of each shift. Such persons include building and landscape contractors, travelling salespersons, independent truck drivers, etc.”  
 Source: Watson & Associates Economists Ltd., 2021.



# Appendix E

## Municipality of Middlesex Centre Residential and Employment Land Needs Analysis by Settlement Area



# Appendix E: Residential and Employment Land Needs Analysis by Serviced Settlement Area

## E-1 Komoka-Kilworth

Table E-1A  
Komoka-Kilworth  
Residential Land Supply

Stage of Development		Gross Land Area, <sup>[1]</sup> ha	Net Land Area, <sup>[2]</sup> ha
Active Residential Development Applications	A	214	164
Deduct, Building Permits Issued, Sept to Dec 2020	B	20	9
Updated Active Residential Development Applications	C = A - B	195	155
Residential Intensification Potential	D	21	12
Vacant Designated Residential Lands	E	50	27
<b>Total Residential Supply</b>	F = C + D + E	266	194
Total Residential Supply Less Market Vacancy <sup>[3]</sup>	G = F - 15%	15%	165

<sup>[1]</sup> Includes environmental features.

<sup>[2]</sup> Excludes environmental features.

<sup>[3]</sup> Applied 15% land vacancy to account for sites that are unlikely to development over the long term (i.e. 2021 to 2046) due to odd/small lot sizes and poor configuration, underutilized sites and site inactivity/land banking, which may tie up potentially vacant and developable lands.

Note: Numbers may not add precisely due to rounding

Source: Residential development applications and vacant designated residential land provided by the Municipality of Middlesex Centre, presented by Watson & Associates Economists Ltd., 2021.

Table E-1B  
Komoka-Kilworth  
Residential Land Needs Analysis

Residential Demand	
Total Housing Demand, 2021 to 2046	3,450
Net Density (units per net ha)	23
Net Land Requirements (net ha)	153
Residential Supply	
Residential Land Supply (net ha)	165
Residential Land Needs	
Land Area Surplus/Deficit (net ha)	12
Gross Land Area Surplus/Deficit - 45% Net to Gross Ratio (gross ha)	27

Note: Assumes a 45% net to gross ratio, excludes lands requirements associated with natural heritage system.

Source: Watson & Associates Economists Ltd., 2021.



Table E-1C  
Komoka-Kilworth  
Employment Land Needs Analysis

Employment Land Demand	
Total Employment Demand, 2021 to 2046	60
Net Density (jobs per net ha)	15
Net Land Requirements (net ha)	4
Employment Land Supply	
Employment Land Supply (net ha)	4
Employment Land Needs	
Land Area Surplus/Deficit (net ha)	-
Gross Land Area Surplus/Deficit - 75% Net to Gross Ratio (gross ha)	-

Note: Assumes a 75% net to gross ratio, excludes lands requirements associated with non-developable environmental features.

Source: Watson & Associates Economists Ltd., 2021.

## E-2 Ilderton

Table E-2A  
Ilderton  
Residential Land Supply

Stage of Development		Gross Land Area, <sup>[1]</sup> ha	Net Land Area, <sup>[2]</sup> ha
Active Residential Development Applications	A	63	44
Deduct, Building Permits Issued, Sept to Dec 2020	B	20	15
Updated Active Residential Development Applications	C = A - B	43	29
Residential Intensification Potential	D	3	1
Vacant Designated Residential Lands	E	-	-
<b>Total Residential Supply</b>	F = C + D + E	46	30
Total Residential Supply Less Market Vacancy <sup>[3]</sup>	G = F - 15%	15%	26

<sup>[1]</sup> Includes environmental features.

<sup>[2]</sup> Excludes environmental features.

<sup>[3]</sup> Applied 15% land vacancy to account for sites that are unlikely to development over the long term (i.e. 2021 to 2046) due to odd/small lot sizes and poor configuration, underutilized sites and site inactivity/land banking, which may tie up potentially vacant and developable lands.

Note: Numbers may not add precisely due to rounding

Source: Residential development applications and vacant designated residential land provided by the Municipality of Middlesex Centre, presented by Watson & Associates Economists Ltd., 2021.



Table E-2B  
Ilderton  
Residential Land Needs Analysis

Residential Demand	
Total Housing Demand, 2021 to 2046	1240
Net Density (units per net ha)	22
Net Land Requirements (net ha)	57
Residential Supply	
Residential Land Supply (net ha)	26
Residential Land Needs	
Land Area Surplus/Deficit (net ha)	-31
Gross Land Area Surplus/Deficit - 45% Net to Gross Ratio (gross ha)	-69

Note: Assumes a 45% net to gross ratio, excludes lands requirements associated with natural heritage system.

Source: Watson & Associates Economists Ltd., 2021.

Table E-2C  
Ilderton  
Employment Land Needs Analysis

Employment Land Demand	
Total Employment Demand, 2021 to 2046	54
Net Density (jobs per net ha)	16
Net Land Requirements (net ha)	3
Employment Land Supply	
Employment Land Supply (net ha)	3
Employment Land Needs	
Land Area Surplus/Deficit (net ha)	-
Gross Land Area Surplus/Deficit - 75% Net to Gross Ratio (gross ha)	-

Note: Assumes a 75% net to gross ratio, excludes lands requirements associated with non-developable environmental features.

Source: Watson & Associates Economists Ltd., 2021.



## E-3 Arva

Table E-3A  
Arva  
Residential Land Supply

Stage of Development		Gross Land Area, <sup>[1]</sup> ha	Net Land Area, <sup>[2]</sup> ha
Active Residential Development Applications	A	23	15
Deduct, Building Permits Issued, Sept to Dec 2020	B	-	-
Updated Active Residential Development Applications	C = A - B	23	15
Residential Intensification Potential	D	-	-
Vacant Designated Residential Lands	E	1	1
<b>Total Residential Supply</b>	F = C + D + E	25	16
Total Residential Supply Less Market Vacancy <sup>[3]</sup>	G = F - 15%	15%	13

[1] Includes environmental features.

[2] Excludes environmental features.

[3] Applied 15% land vacancy to account for sites that are unlikely to development over the long term (i.e. 2021 to 2046) due to odd/small lot sizes and poor configuration, underutilized sites and site inactivity/land banking, which may tie up potentially vacant and developable lands.

Note: Numbers may not add precisely due to rounding

Source: Residential development applications and vacant designated residential land provided by the Municipality of Middlesex Centre, presented by Watson & Associates Economists Ltd., 2021.

Table E-3B  
Arva  
Residential Land Needs Analysis

Residential Demand	
Total Housing Demand, 2021 to 2046	510
Net Density (units per net ha)	15
Net Land Requirements (net ha)	34
Residential Supply	
Residential Land Supply (net ha)	13
Residential Land Needs	
Land Area Surplus/Deficit (net ha)	-21
Gross Land Area Surplus/Deficit - 45% Net to Gross Ratio (gross ha)	-47

Note: Assumes a 45% net to gross ratio, excludes lands requirements associated with natural heritage system.

Source: Watson & Associates Economists Ltd., 2021.



Table E-3C  
Arva  
Employment Land Needs Analysis

Employment Land Demand	
Total Employment Demand, 2021 to 2046	31
Net Density (jobs per net ha)	12
Net Land Requirements (net ha)	2
Employment Land Supply	
Employment Land Supply (net ha)	-
Employment Land Needs	
Land Area Surplus/Deficit (net ha)	-3
Gross Land Area Surplus/Deficit - 75% Net to Gross Ratio (gross ha)	-4

Note: Assumes a 75% net to gross ratio, excludes lands requirements associated with non-developable environmental features.

Source: Watson & Associates Economists Ltd., 2021.

#### E-4 Delaware

Table E-4A  
Delaware  
Residential Land Supply

Stage of Development		Gross Land Area, <sup>[1]</sup> ha	Net Land Area, <sup>[2]</sup> ha
Active Residential Development Applications	A	21	19
Deduct, Building Permits Issued, Sept to Dec 2020	B	-	-
Updated Active Residential Development Applications	C = A - B	21	19
Residential Intensification Potential	D	3	2
Vacant Designated Residential Lands	E	34	15
<b>Total Residential Supply</b>	F = C + D + E	57	36
Total Residential Supply Less Market Vacancy <sup>[3]</sup>	G = F - 15%	15%	30

<sup>[1]</sup> Includes environmental features.

<sup>[2]</sup> Excludes environmental features.

<sup>[3]</sup> Applied 15% land vacancy to account for sites that are unlikely to development over the long term (i.e. 2021 to 2046) due to odd/small lot sizes and poor configuration, underutilized sites and site inactivity/land banking, which may tie up potentially vacant and developable lands.

Note: Numbers may not add precisely due to rounding

Source: Residential development applications and vacant designated residential land provided by the Municipality of Middlesex Centre, presented by Watson & Associates Economists Ltd., 2021.



Table E-4B  
Delaware  
Residential Land Needs Analysis

Residential Demand	
Total Housing Demand, 2021 to 2046	450
Net Density (units per net ha)	15
Net Land Requirements (net ha)	30
Residential Supply	
Residential Land Supply (net ha)	30
Residential Land Needs	
Land Area Surplus/Deficit (net ha)	-
Gross Land Area Surplus/Deficit - 45% Net to Gross Ratio (gross ha)	-

Note: Assumes a 45% net to gross ratio, excludes lands requirements associated with natural heritage system.

Source: Watson & Associates Economists Ltd., 2021.

Table E-4A  
Delaware  
Employment Land Needs Analysis

Employment Land Demand	
Total Employment Demand, 2021 to 2046	1,554
Net Density (jobs per net ha)	13
Net Land Requirements (net ha)	120
Employment Land Supply	
Employment Land Supply (net ha)	8
Employment Land Needs	
Land Area Surplus/Deficit (net ha)	-112
Gross Land Area Surplus/Deficit - 75% Net to Gross Ratio (gross ha)	-149

Note: Assumes a 75% net to gross ratio, excludes lands requirements associated with non-developable environmental features.

Source: Watson & Associates Economists Ltd., 2021.



# Appendix F

## Municipality of Middlesex Centre Stakeholder Interviews



## Appendix F.1: Interview Guide for Stakeholder Interview Economic Diversification Strategy Municipality of Middlesex Centre

The Municipality is developing an Economic Diversification Strategy as part of the Municipality's Official Plan Review. The primary objective of an Economic Diversification Strategy is to develop approaches, tools and policies which better position the local economy towards a wider range of economic sectors, business operations and land-use activities.

The following are key areas that a Municipality would typically explore as part of an Economic Diversification Strategy:

- Review of quantity and quality of serviced or “shovel-ready” employment lands to support export activities;
- Review of land use policies that are reflective of recent economic trends and the anticipated outlook for industrial and commercial development;
- Review of land use policies that support employment growth within the rural area, including on-farm diversified activities;
- Identify characteristics that support a vibrant downtown and commercial areas for office uses, tourism and consumer spending within the municipality; and
- Identifying key sectors for economic development promotion.

It is important to recognize that economic diversification requires municipalities to balance supporting new opportunities while ensuring compatibility with existing businesses and residential uses. Economic development goals must be further balanced against the protection of the environment and agricultural lands.

### **Trends and Competitiveness**

- What are the key physical and economic attributes that employment land developers generally desire in employment lands in the Municipality and/or the County? (e.g. industrial/business park land, commercial, retail development)
- In your opinion, what are the strengths and weaknesses of the Municipality in terms of attracting and retaining employment?



- What do you see as some of the Municipality's opportunities and challenges?
- In comparison to other municipalities within the County and surrounding area, how competitive do you feel the Municipality is for industrial, office, and/or commercial development? (Consider factors like location and transportation access, available serviced industrial lands, industrial land prices, access to amenities, property taxes, development impact fees/charges, water/sewer rates/other utilities, access to skilled labour.)
- In your observations, what role have you noticed surrounding municipalities and those within the County play in attracting employment and associated employment land development, and what has the Municipality's traditional role been in that?

### **Market Demand and Supply**

- What is your perspective on the short-term and medium-term market (i.e. 0 to 12 months and 1 to 3 years) for industrial and office development in the Municipality?
- In your opinion, has interest for industrial, office, and/or commercial development increased or decreased in the last few years? Please specify expanding/contracting sectors.
- In your opinion, do you think the employment land supply in the Municipality is well aligned with demand in terms of quantity, site characteristics (e.g. parcel size, access to highways, etc.), and location?

### **Local Municipal Context**

- In your opinion, are there specific planning policies and/or zoning by-law regulations that enhance or impede the Municipality's competitiveness and ability to develop its vacant employment lands, or the redevelopment of its occupied/underutilized employment areas?
- What role can and should the Municipality play in attracting new industry? What industries should the Municipality pursue?