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Final Report

A Needs Analysis for Industrial Park Infrastructure in the Greater Sussex Area

Enterprise Fundy

Project # FRE-00210800

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1.0 Introduction

A Needs Analysis of the Industrial Park(s) and Infrastructure in the Greater Sussex Area (also referred to as the SWOT Analysis Study), examines existing industrial/commercial land use patterns in a regional context in order to identify growth scenarios, how and where growth should occur and how best to manage it. The long term potential of industrial growth in the Greater Sussex Area (GSA) depends on the availability of appropriate land and competitive sites, good access and transportation linkages, accessibility to infrastructure and water and sewer services, competitive sources of power and a community that is accepting of new industrial growth **opportunities. The desired outcome will project potential future industrial/commercial growth and direct these activities to the location(s) that best optimizes industry's needs.**

The Town of Sussex, Village of Sussex Corner, Parishes of Sussex and Cardwell (including the Penobscis LSD, are referred to in this report, as the *Greater Sussex Area*). face a number of choices regarding future industrial development and the potential to expand the local economy. Does the Greater Sussex Area maintain the status quo and continue operating as four distinct areas of industrial activity with limited services and with varying **degrees of success, or should the GSA adopt a unified approach to manage and attract industrial development in the region through cooperation and collaboration?** Clear commitment to effective planning and growth management sends an important message to industries considering locating or expanding in the Greater Sussex Area.

The Report outlines the study process that lead to an examination and analysis of existing conditions, stakeholder consultations, SWOT – TOWS Matrix, and development of a constraints map that facilitated outcomes surrounding opportunities for future industrial development, **growth scenarios and finally recommendations complete with a suggested implementation schedule for a 20 year period.**

Stakeholder Consultations

Several methodologies offered stakeholders the opportunity for input and involvement in the industrial park study. Interviews were held in person and by phone **with 15 specific key stakeholders identified by Enterprise Fundy; among these were municipal officials, business and industry representatives, provincial agencies and politicians.**

A Stakeholder Forum organized over an extended lunch hour in the middle of the week, allowed individuals to drop **into the Enterprise Fundy offices, review data and mapping and record their input noting community strengths, weaknesses, opportunities and threats.** Flyers were hand

delivered to 90 businesses and municipal offices and government agencies. The flyer also invited individuals to contact consultants directly to provide comment or ask questions (see Appendix A). Approximately a dozen people attended the Stakeholder Forum and no phone or email comments or inquiries were received by consultants.

To stimulate thought and conversation, stakeholders were **asked to consider the following questions:**

- *Are lands designated for industrial & commercial uses in the right location?*
- *Does appropriate infrastructure exist in current industrial parks? Water & Sewer; Transportation; Natural Gas; Other Services?*
- *Where should new industrial uses be located?*
- *How can we keep industrial & commercial utility rates as low as possible to help the Greater Sussex Area compete for future industrial growth?*
- *Are there any issues or needed improvements that you can think of?*

Responses from all participants contributed to the SWOT analysis and enabled the formation of strategies to deal with Strengths and Opportunities, Weaknesses and Opportunities, Strengths and Weaknesses and Weaknesses and Threats. These are elaborated in the following section and the SWOT -TOWS Matrix (Appendix B).

S.W.O.T. Analysis

Through stakeholder consultations and technical research and analysis, existing issues and potential constraints were **identified and mapped. The issues were identified primarily by industrial business owners, political representatives and municipal staff members. The majority of the issues relate to:**

- Transportation concerns;
- A lack of cooperation, planning and support; and
- The absence of marketing and promotion of industrial parks.

These issues need to be resolved to improve conditions in existing industrial parks and improve opportunities for future development.

The constraints were identified through environmental and land use mapping exercises which facilitated stakeholder consultation sessions. The constraints identified will impact future industrial development opportunities and primarily include:

- Market constraints;
- Environmentally sensitive lands; and
- The availability of suitable industrial land at market value

2.0 Industrial Issues & Constraints

Transportation Issues

Transportation infrastructure is vital for the proper function and successful development of any industrial park. Poor highway access and substandard trucking routes means wasted time and money for industrial park businesses, inevitably hurting the region's ability to attract new industrial development. A number of transportation issues were identified during this study:

- The width of the roadways provided for existing industrial areas is not of a sufficient standard for regular transport truck traffic. One area of particular concern is Leonard Drive as it is narrower than standard industrial park roads and carries a significant amount of through traffic for other non-industrial uses. Leonard Drive is a collector street that provides access to the RCMP station, hospital, middle school and high school in addition to the industrial park and other commercial uses. As such traffic volumes on Leonard can be very high especially at peak morning and late afternoon times. The lack of a paved shoulder on Leonard Drive, and in some places only a narrow gravel shoulder creates bottle necks as traffic is not able to pull over for ambulances, fire trucks or school buses.
- A number of difficult turns and intersections both impact the efficiency and safety of transport truck travel. Some key problem intersections include:
 - The Cougle – Earnhardt and Cougle – Leonard turns in Sussex Corner
 - The Rosemount Avenue – Marble Street intersection in Sussex
 - The Marble Street – Morrow Avenue intersection in Sussex Parrish
- The transportation issues identified above have resulted in a lack of proper highway access for existing industrial parks. Most existing routes to industrial areas do not provide convenient access from the highway along a road designed for industrial traffic. Some routes are through mature residential areas (e.g. Marble Street) where truck traffic is undesirable. Expansion of Industrial Lands should be planned so that direct access routes can be provided, with proper widths and design standards for truck traffic.

Municipal Cooperation, Planning and Support

The Greater Sussex Area provides attractive industrial land within close proximity to the highway throughout Sussex, Sussex Corner, Cardwell, Studholm and Sussex Parishes. The ability of the region to meet the needs of industry and provide an economic landscape with clearly identifiable industrial business opportunities is heavily dependent upon the ability to cooperate and provide a coordinated industrial development strategy.

The lack of concerted industrial land use planning in the Greater Sussex Area has resulted in a system that is becoming increasingly fragmented and disorganized. While significant industrial development has traditionally occurred in industrial parks in Sussex, the amount of available land in these parks is nearly depleted. Recent industrial development has occurred within designated industrial areas in Sussex Corner and along Highway 114 in Cardwell and Sussex Parishes – often in the form of ribbon development or as single developments lacking any vision for the general area. Some resulting issues include: a lack of water and sewer services, difficult and unsafe road conditions for transport truck traffic and in some situations, difficulty in obtaining proper access to municipal or provincial roadways.

A General Lack of Public Information

Successful industrial parks are able to both effectively communicate the benefits of locating industrial businesses in the area and provide the public information required to efficiently navigate the park and locate businesses. Existing marketing initiatives and the provision of directional and promotional signage for industrial parks in the area is insufficient. While some promotional activities have been carried out by Enterprise Fundy – the closure of this organization this spring will result in a complete absence of this type of programming.

Constraints

Market Size and Competition

The small size of the Sussex region and industrial parks represents a potential constraint that could impact the growth of industry. Industrial businesses identified competition from larger, better organized and more professional looking industrial parks in Saint John and Moncton as a key challenge in further developing the area. It is perceived that the larger, better organized industrial parks not only have a larger market base and better servicing options (water, sewer & natural gas), but are also able to leverage federal and provincial funding sources and provide incentives for industrial development that aren't available to Sussex businesses.

Environmental Constraints

The environmental features of the area pose potential constraints to industrial development opportunities as they may result in land that is inadequate for industrial development, or industrial uses may pose a threat to the local environment or a regional resource. Environmental features that should be avoided include:

- Protected wellfields in Sussex and Sussex Corner are sources of drinking water for many residents of the Greater Sussex Area and industrial contamination should be avoided at all costs.
- Watercourses and wetlands provide land that is

unsuitable for industrial development and also creates the risk of flooding. Additionally, industrial development may risk the contamination of these watercourses and the sensitive ecosystems that they provide.

- **Most industries require large accessible areas of flat land for the construction of facilities and efficient operation of industrial businesses.** Areas to the south of Sussex and Sussex Corner with high slopes or elevations should be avoided.

Land Availability

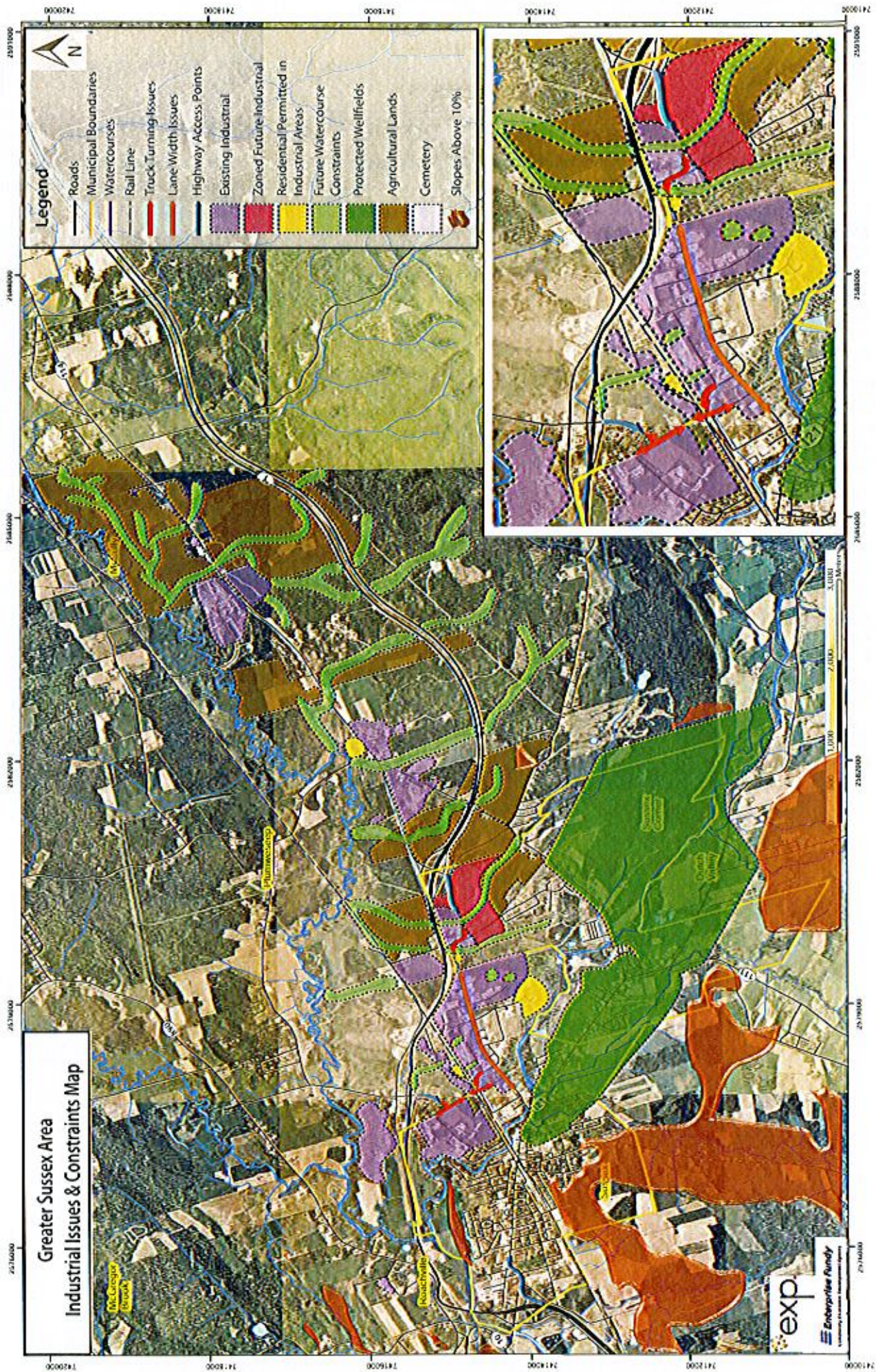
The availability of suitable land for industrial development at fair market rates is crucial to the successful development of industrial parks. A number of issues have impacted the availability of industrial land in the Greater Sussex Area in recent years. This includes:

- The traditional industrial areas in the Sussex Industrial Parks are running out of available land.
- Communities in the area have permitted the development of residential uses on land designated for industrial development.
- **A significant proportion of land in the region is being used as or is registered as identified farmland. The Farm Land Identification Program (FLIP) allows for the deferral of the provincial portion of property taxes. Additionally, the portion of the local municipal tax rate that is above the LSD average for the province is deferred. When a property is removed from the program, the deferred taxes, (to a maximum of 15 years) and associated interest becomes due and payable.**

- **Businesses are finding that land in ideal locations for industrial development is often being overvalued which creates a financial barrier to purchase and development.**

Issues & Constraints Map

The issues and constraints identified through stakeholder consultation and mapping analysis are shown in the Greater Sussex Area Industrial Issues and Constraints Map on the following page. This map shows existing industrial uses and lands zoned for future industrial uses; issues that exist in those areas; and constraints that will impact future industrial development. This map reveals improvements needed for existing areas and provides a basis for identifying future industrial development areas.



3.0 Industrial Issues & Opportunities

Growth Management Scenarios

The proposed growth scenarios identify where future industrial growth will be located, how it will be planned and managed and who will oversee its development. The foundation of the growth scenarios was developed through constraints mapping and public consultations. The ideas

and issues identified through these exercises were then addressed and refined through a SWOT analysis and the review of government policy and other programs. The Greater Sussex Area Industrial Growth Scenarios Map was created and projections of future industrial requirements were prepared to act as a preliminary guide for regional industrial land use planning for the Greater Sussex Area.



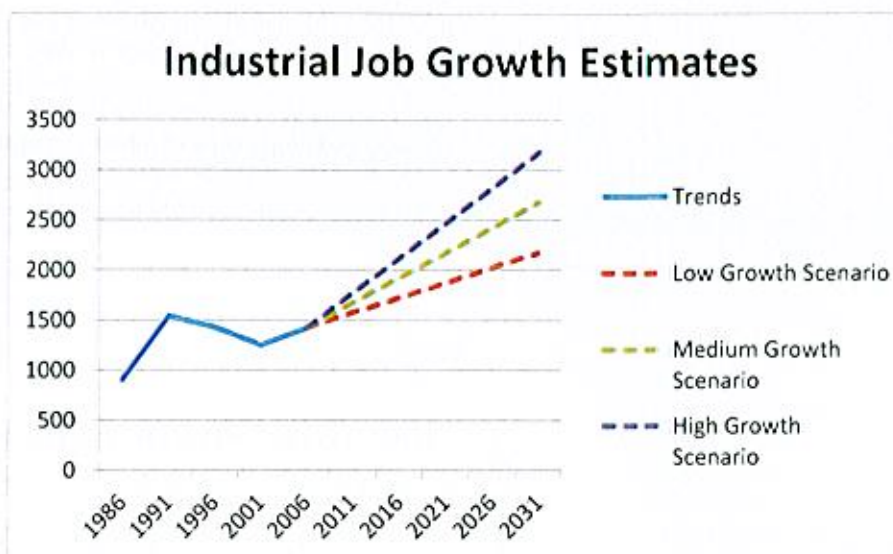
Plan for Future Industrial Land Requirements

To provide direction for industrial land use planning, projections of the land requirements for future industrial development were estimated. Due to a lack of available data on past land use trends in the Greater Sussex Area, land requirements were determined through a review of census data on population and job growth trends. Three general trends were identified that will have an impact on industrial land use requirements in the future:

- Employment in the Sussex region has become increasingly driven by industrial development. The proportion of the population in the Greater Sussex Area employed in industry has increased from 23% in 1986 to 31% 2006, despite the general trend of a decrease in industrial employment in most communities.
- The region has recovered from job and population losses in the late 1990's and is likely to continue to see growth in the future.

- The Greater Sussex Area is increasingly providing employment to outside communities. By 2007, this had reached roughly 300 jobs.

Based on these general trends, three growth scenarios were developed: a low growth scenario based on 150 new industrial jobs every five years; a medium growth scenario based on 250 new industrial jobs every five years; and a high growth scenario based on 350 new industrial jobs every five years. The job growth scenarios do not reflect direct jobs that could be created by a second potash mine in Apohaqui. Direct jobs created at the mine site in Apohaqui and would create additional demand for new industrial land in the Greater Sussex Area through spin off employment. Indirect jobs from this project may create additional demand for industrial land within then Greater Sussex Area Industrial. The potential impact of indirect jobs is reflected in the high growth scenario.



The estimated projections for future industrial job growth was then broken down by industrial job typologies and used to project land requirements using standards for industrial job densities for: manufacturing, construction, transportation & storage and wholesale trade industries.

Industrial Job Densities		
	Proportion Of Industrial Employment	Job Densities
Mining & Gas	17.2%	NA
Manufacturing	27.0%	44 jobs per hectare
Construction	26.3%	41 jobs per hectare
Transportation & Storage	19.6%	26 jobs per hectare
Wholesale Trade	9.8%	33 jobs per hectare
Total	100.0%	NA

These numbers were then used to project low and high industrial land use requirements for all three job growth scenarios. For the purposes of long range industrial planning, the high growth scenarios should be used to identify future development areas, but short range planning activities such as land purchases should be based on further analysis of future requirements.

Industrial Land Requirement Estimates		
Job Growth Scenario	Low Projection	High Projection
Low	13.9 Hectares	18.5 Hectares
Medium	23.0 Hectares	30.8 Hectares
High	32.3 Hectares	43.0 Hectares

Industrial Parks Management

Establishing a corporate entity to manage and promote industrial parks in the Greater Sussex Area is a feasible governance option that merits further examination. There are many advantages to this governance model, among them: **dedicated management of the Sussex Area's industrial land assets through a corporate third party lessens local partisanship and allows greater impartiality of decision making; concerted marketing and promotional efforts can target national and international markets and strengthen opportunities to attract new business thus benefitting the entire Sussex region; and opportunities for partnerships can facilitate access to programs and funding available through provincial and federal agencies.** Examples of successful industrial park governance models are found in various municipalities in Atlantic Canada, one of these is in Saint John.

Saint John Industrial Parks LTD.

Saint John Industrial Parks LTD. has been developing and **managing industrial parks in Saint John since 1991. It is a limited corporate entity governed by a board of directors and funded partly through grants and core funding from the municipality, federal and provincial levels of government, as well as its own assets and land sales.** Ten members sit on the board of directors representing the municipality and the business community, while a general manager oversees the operations of the organization. It owns land in two industrial parks in Saint John, which it prepares for sale and development (a third park on Grandview Avenue is currently full). Additionally, it is responsible for marketing and promotion of the park as well as regulating the quality of industrial development.

The corporate entity proposed for the Greater Sussex Area should establish a board of directors, vision statement, charter and by-laws and determine legal operating requirements. The board of directors should be representative of the businesses it represents and the municipalities and LSD's in which it operates. **The responsibilities of this organization should include:** promotion and marketing of the industrial parks, land banking (if necessary), land preparation, working with local governments on behalf of industry and all other responsibilities associated with the internal management of industrial parks.

Streamline Planning through a Development Scheme

In certain circumstances, land development proposals **may require specialized planning tools to address specific development situations.** Section 32 of the Community Planning Act allows for the adoption by a council of a municipality, a Development Scheme which augments a Municipal Plan or Rural Plan (see Appendix C). The

Development Scheme is particularly useful when:

- **A large track of land (more than 2 ha) is considered for a proposed development**
- An environmentally sensitive area(s) exists
- More than one land use is considered
- Conventional subdivision is inappropriate or cumbersome for proper development of land
- **One or more landowners share a specific community vision for land subdivision**
- Site development and building design require detailed guidelines
- **Implementation of public infrastructure involves specific agreements**

Adoption of a Development Scheme By-law is a feasible approach to streamline the administration of planning and zoning of the industrial lands designated within the GSAIP boundary. Positioning the development control **process under one agency such as RSC 8 will enhance the approvals process for developers and businesses and help to reduce "red-tape," particularly in instances where a development proposal spans land that may cross administrative boundaries and impacts more than one municipality or LSD.** The area encompassed by **this proposed GSAIP boundary includes 2 municipal entities; the Town of Sussex and Village of Sussex Corner, as well as the Parishes of Sussex and Cardwell.** Planning instruments are not consistent throughout as **some jurisdictions have no official plans while others do.** Currently the administration of planning and development **control is provided by RSC 8 for Sussex Corner and Sussex and Cardwell Parishes.** The Town Sussex administers its Municipal Plan and Land Use Zoning By-law providing development control services within its municipal boundary. As the Town of Sussex does not receive planning and development control services from **RSC 8, a services contract must be negotiated for the industrial park lands within the municipal boundary that would come under the Development Scheme.**

A Development Scheme shall:

- delineate the land affected by the Scheme
- sets out details of the development to be carried out
- describes how the Scheme should be implemented
- delineate the land reserved for the Development Scheme and how the land will be subdivided

The continuity of development standards under a Development Scheme ensures a positive image enhancing the marketability of the Greater Sussex Area Industrial Parks while securing the investments of its tenants.

Explore Opportunities to Provide Development Incentives

The establishment of a corporate entity to oversee industrial parks will create an opportunity to provide incentives and compete with Industrial parks in Saint John and Moncton. Currently, both Saint John and Moncton offer some incentives to businesses that develop in their industrial parks.

Saint John Industrial Parks Ltd. offers two types of incentives:

I. Building incentives are general incentives for the development of new industrial properties. Building incentives are negotiated prior to development and are **not based on a fixed percentage. Generally, the building incentives provided are a small perk for businesses developing in Saint John Industrial Parks, but not significant enough to lure businesses or to make difficult projects feasible.**

II. Landscaping incentives are negotiated prior to development and are not released until all landscaping requirements are met. **The objective of these incentives is to improve the quality of landscaping and the appearance of industrial parks.**

Moncton Industrial Development offers one incentive in its industrial parks. This is provided in the form of a rebate **of up to 20% of the purchase price of the land and is only provided once all the terms of a signed development agreement are completed. The objective of this incentive is to improve the quality of industrial development.**

Opportunities exist for the Greater Sussex Area to attract new industrial businesses with the provision of competitive industrial incentives. Options for the provision of industrial incentives should be explored by the Greater Sussex Area Industrial Parks Inc. in cooperation with the municipalities and LSD's involved. The most common types of incentives provided are amount or percentage based grants or rebates which are generally determined according to the increase in tax assessment of the land developed. Incentives can be used as "carrots" to attract new development or as "sticks" to require development to meet specified development standards.

Maintain Competitive Tax Rates

To capitalize on the Greater Sussex Area's competitive location the local municipalities and LSD's should cooperate and try to maintain competitive tax rates for industrial uses. According to the Government of New Brunswick's property assessment data the total tax rates (provincial, local & LSD special provincial levies) paid by industrial uses is approximately:

- **4.07% for fully serviced (roads, water & sewer) industrial land located in the Town of Sussex;**
- **3.95% for partially serviced (roads & water is expected in spring of 2013) industrial land located in the Village of Sussex Corner; and**
- **2.56% for un-serviced (often using private access roads) land in Sussex, Cardwell and Studholm parishes**

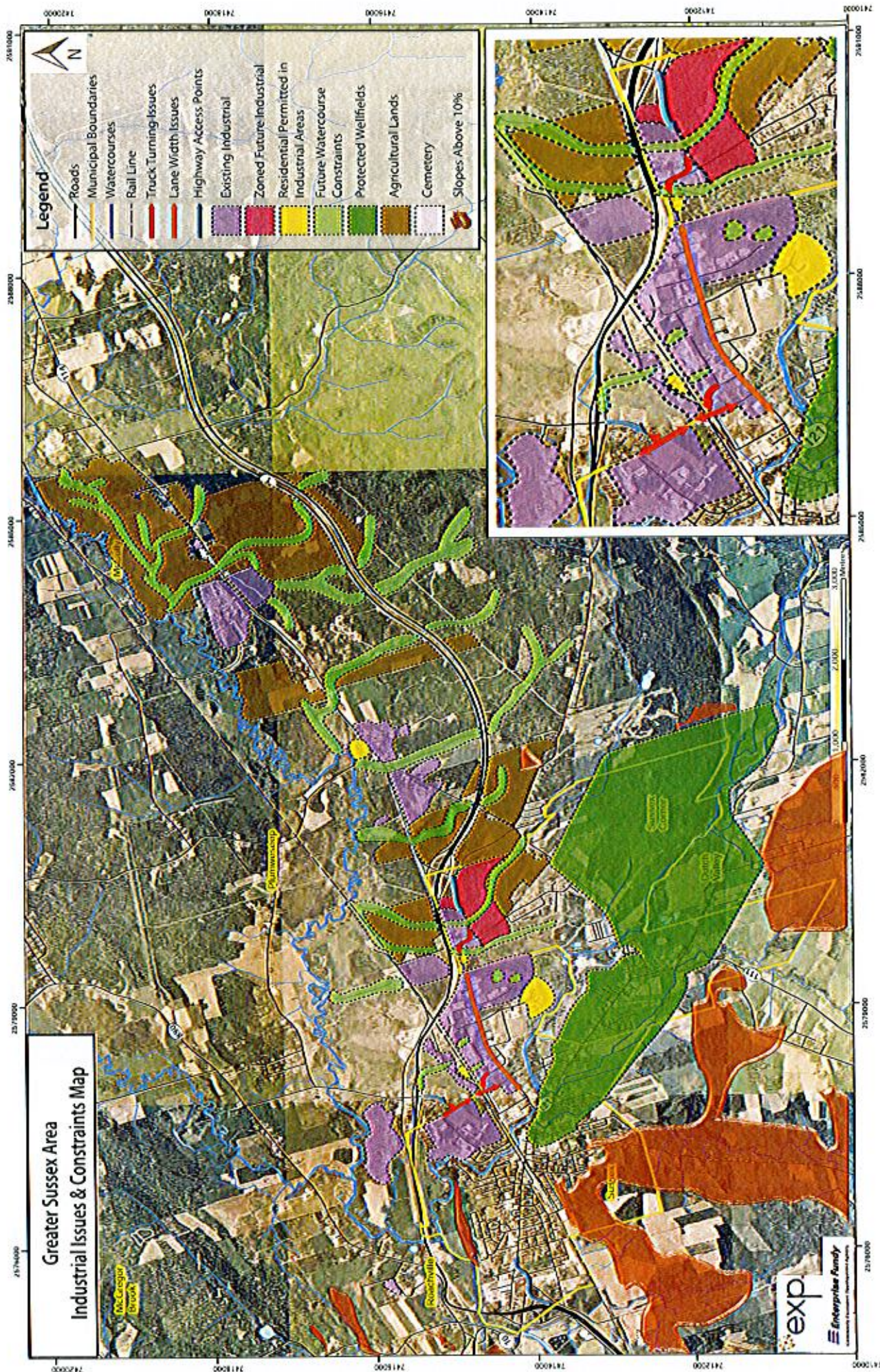
These tax rates are competitive with the tax rates of the larger industrial parks in both Saint John and Moncton, **where industrial uses pay 4.87% and 4.66%. This provides an additional advantage to the Greater Sussex Area to promote industrial development in the region.**

Recently the Government of New Brunswick released "a white paper" on provincial property tax reform which will have the following impacts on property tax for industrial users in the area:

- A reduction of property taxes for business by \$0.33 per \$100 of assessed value to help make taxation more competitive for business. The reform states:

Reduce the provincial property tax on businesses by \$0.33 from \$2.186 to \$1.856 over four years. Currently, New Brunswick has one of the highest property tax burdens on businesses in Canada. This recommendation will reduce the significant property tax on businesses and encourage long-term investment. This will also help to mitigate the tax increase on businesses located in LSDs and reduce taxes for businesses located in municipalities. The \$0.33 reduction of the provincial property tax on businesses will be reduced at a rate of \$0.0825 per year for four years.

Provincial Property Tax Reductions for Businesses					
Property Type	Provincial Property Tax Rate				
	2012	2013	2014	2015	2016
Non-Residential	2.186%	2.1035%	2.0210%	1.9385%	1.8560%



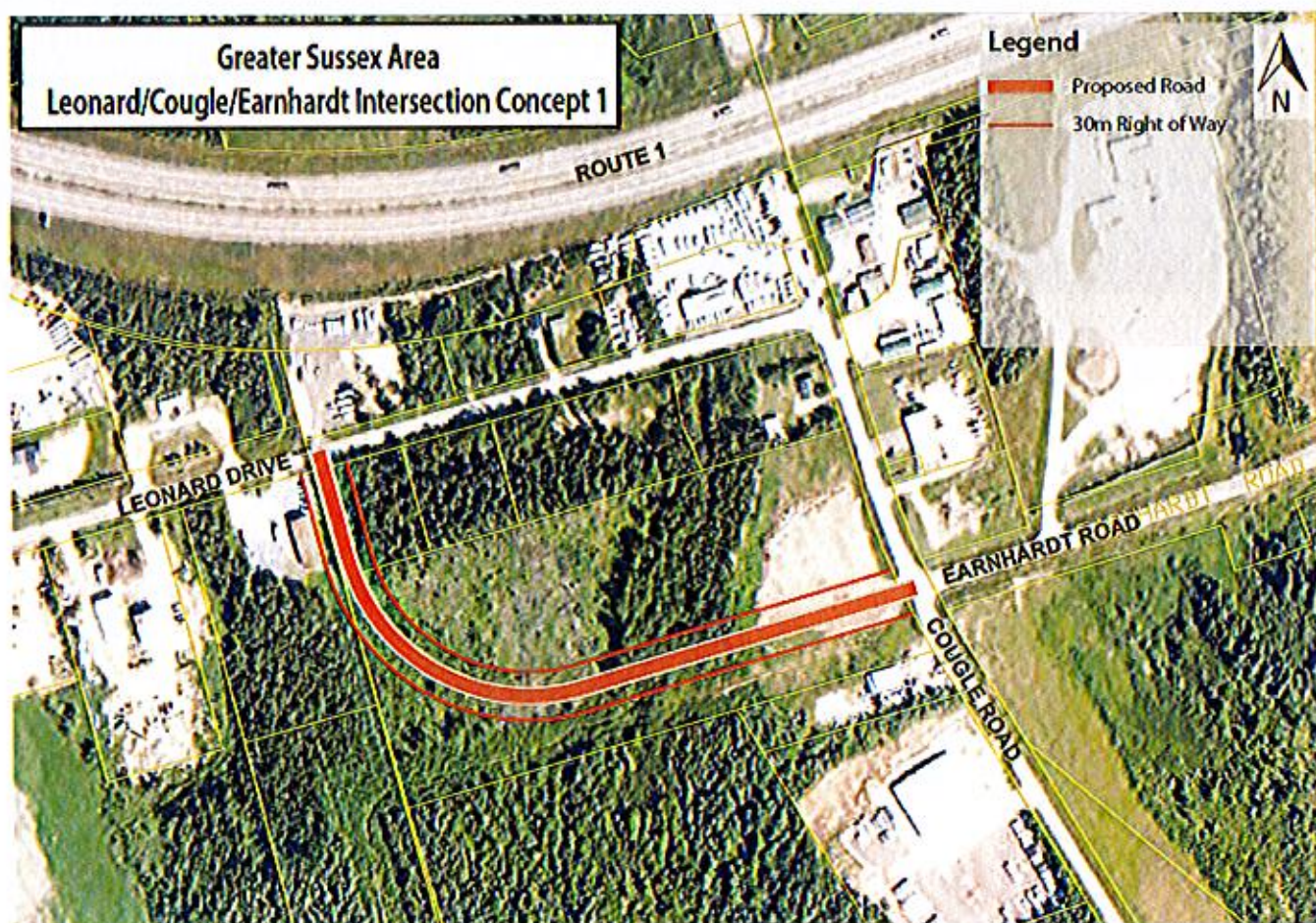
- **A reduction of LSD's special provincial levy by 0.22%** and the incorporation of policing costs into the local taxation rates for LSD's. This will facilitate the effective implementation of the new cost-sharing model for RCMP services. The cost-sharing model is intended **to be a simplified, balanced approach to covering the cost of RCMP policing to small communities throughout New Brunswick.** This will result in changes for some municipalities and LSD's using RCMP services and may have impacts on provincial taxation rates.

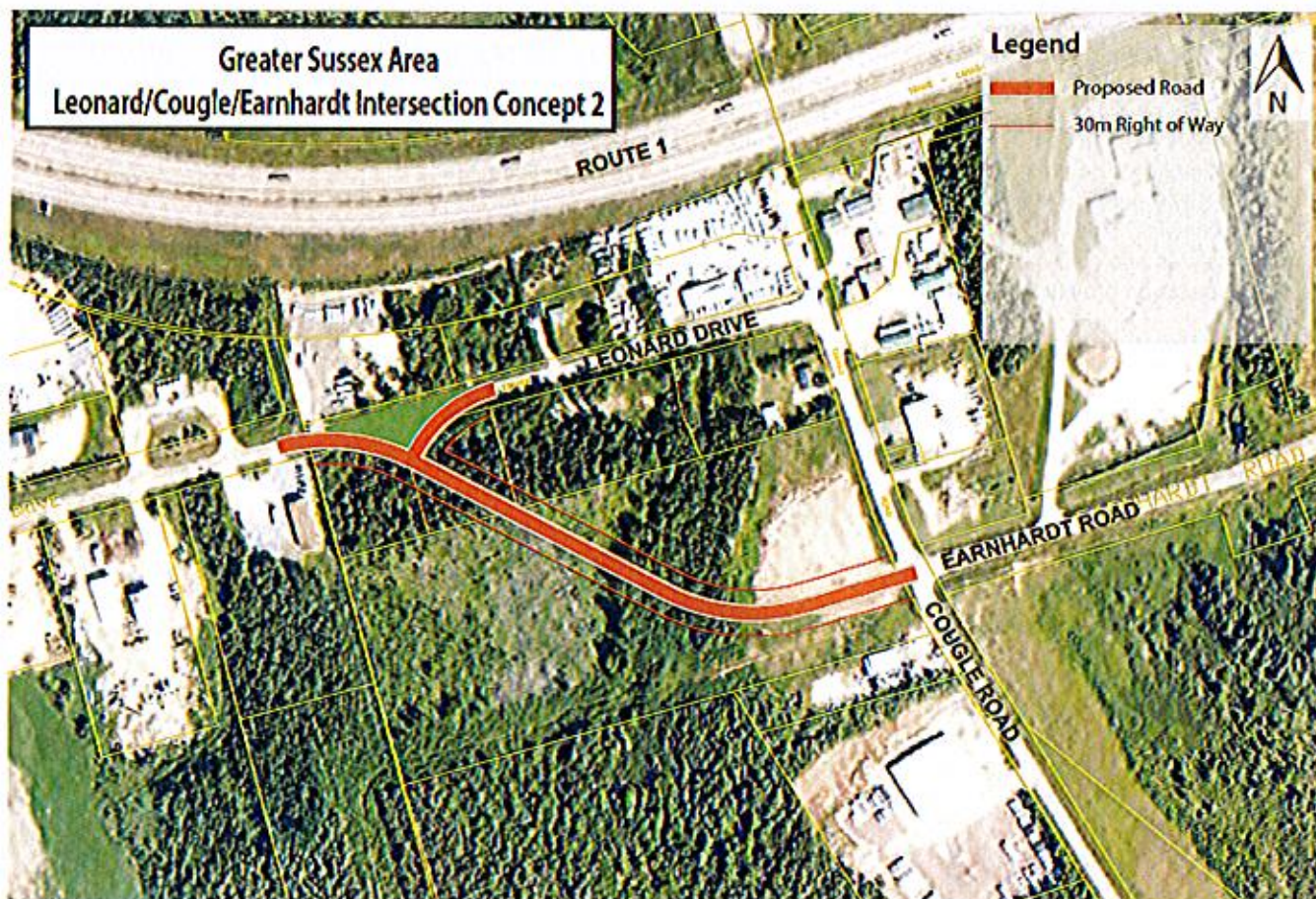
Road Infrastructure Improvements

Improvements

Road infrastructure improvements are required in various locations where existing road widths and alignments create bottlenecks and pose potential safety issues. Improvements to road infrastructure need to be resolved at the following locations:

- **Leonard Drive/Cougler Road/Earnhardt Road:** Trucks have difficulty completing the 90 degree turns at the Earnhardt Road/Cougler Road and Leonard Drive/Cougler Road intersections. Larger turning trucks end up either off-tracking on the shoulder or sweeping out into opposing lanes. This results in safety issues as well as damage to the roadway shoulders. Widening these intersections to provide the necessary width and corner radii to accommodate truck turning paths **may not be practical due to significant impacts to the adjacent properties.** An alternative and potentially more desirable option would be to extend Earnhardt Road west and then north to intersect Leonard Drive at a new, **appropriately designed junction.** This alternative should have limited impacts to existing properties and may open up opportunities for new developable lots along the extension. The Leonard/Cougler/Earnhardt Intersection Concepts 1 & 2 show two options for extending Earnhardt Road.





- **Marble/Morrow Intersection:** Truck traffic exiting Route 1 at Exit 195 and destined for the industrial area off Leonard Drive must travel along Marble Street to reach industrial parks in Sussex. There have been concerns expressed with configuration of the intersection and width of Marble Road. Any modification should explicitly consider the movement of truck traffic between along Marble Road. One potential solution

may be to consolidate the intersection to a single T-intersection with appropriate width for truck turns and good intersection delineation. Potential changes to the Leonard Drive/Cougle Road/Earnhardt Road and the Rosemount Morrow intersections are shown in the Road Infrastructure Improvement Concept Maps. The Marble & Morrow Intersection Concept shows a potential modification to improve traffic flow at this intersection.



- **The Marble/Rosemount Intersection:** This is a unique configuration with one-way circulation on Eveleigh Street and Rosemount Avenue. It has been problematic for both truck traffic and general traffic. The Town has been interested in looking at options to improve this location, but the proximity of the rail line and other existing developments pose challenges. A detailed traffic engineering analysis would be required to develop concept plans for potential improvements. Any modification should explicitly consider the movement of truck traffic between Leonard Drive and Route 1.
- **Leonard Drive** – There have been concerns expressed that the width on Leonard Drive is insufficient for carrying truck traffic. The road lanes appear to be narrow and there is no paved shoulder. Additionally, there is little

room in some places for vehicles to pull off to allow ambulances and police cars to pass. Improvements should be considered that provide for an appropriate pavement width along the corridor and at street and driveway accesses.

Typical industrial park street cross sections and grid layouts are shown in Appendix D.

Access Roads

It is common to build service roads parallel to access controlled highways to service adjacent developable lands. There appears to be an opportunity for a parallel service road on the north side of Route 1 between Exit 195 and 198. A parallel road is already constructed for a distance of 1 km from Exit 195 (Wheeler Road), servicing a

number of commercial/industrial uses. Extending Wheeler Road 2 km to Route 114 would open up access to a large potential development area of highway commercial or industrial uses. Typically these types of service roads require a 20-30 m right-of-way, which would be established either immediately adjacent to the highway right-of-way or offset an appropriate distance (e.g. 60-75 m) to allow for commercial/light industrial lots on both sides of the service road. The latter approach typically offers more economic return on the construction cost of the road.

Multimodal Transfer Station and Rail Spur

The CN Rail line through Sussex is an active line servicing a steady volume of industrial rail traffic to Saint John and points beyond. Many communities situated on active rail lines are looking for opportunities to leverage that asset through developments such as multi-modal transfer terminals for freight movement. Potential locations and the economic case for a spur line and freight transfer terminal should be explored. One potential location may be on the north side of Route 1, between the rail line and Route 114.

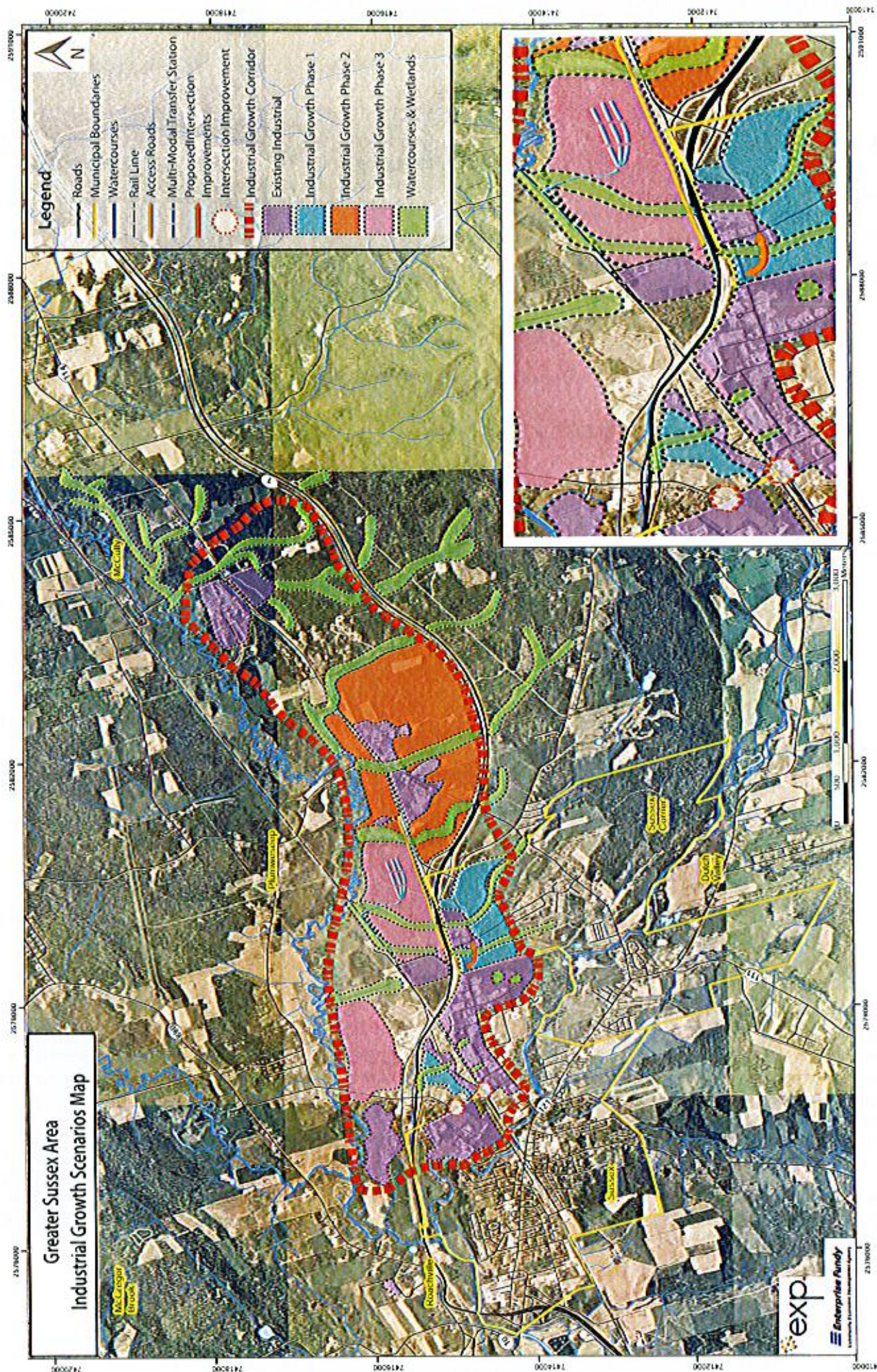
Proposed Industrial Growth Scenarios

The Greater Sussex Area Future Industrial Growth Scenarios Map provides a land use framework for industrial development over the next twenty or more years. It proposes improvements to road infrastructure where problems have been identified by stakeholders and identifies potential transportation opportunities. See map following page.

The majority of new development is proposed for an industrial growth corridor. The corridor begins near the industrial areas at Four Corners in Sussex Parish and extends to include industrial areas and the industrial park in the Town of Sussex and continues eastward along highways 1 and 114 through Sussex Corner, Sussex Parish and Cardwell Parish.

Industrial development areas are staged over three phases, releasing new land to development. Land should be released under the requirements of a Development Scheme By-law and an Industrial Parks Master Plan to ensure an efficient use of land, proper access and a quality design.

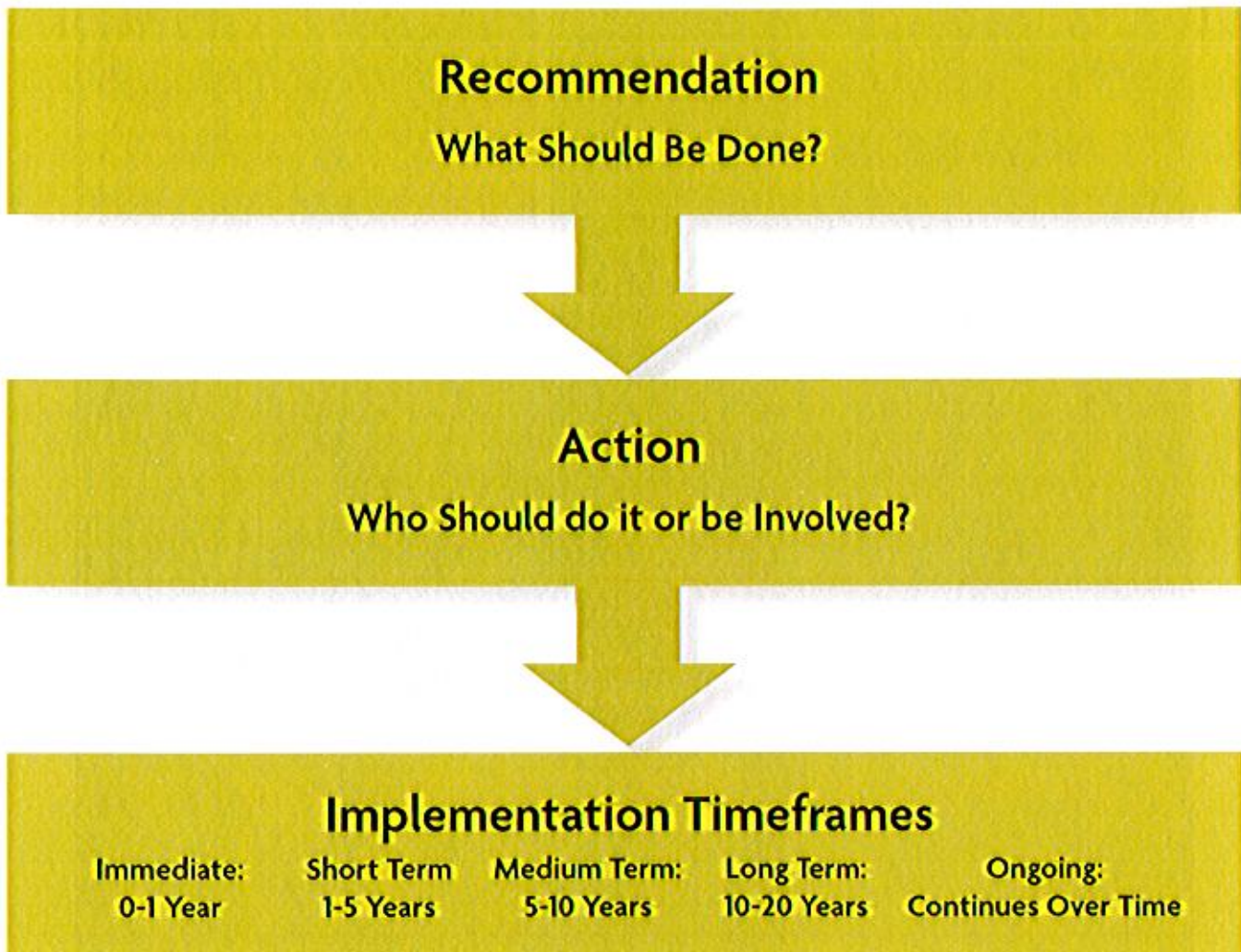
- **Phase 1: short term, 1 – 5 years.** The first phase consists of any infill development in existing industrial parks in Sussex and Sussex Parish, as well as the development of the Sussex Corner Industrial Park, south of highway 1. During this phase it is proposed that road infrastructure improvements are made at the Earnhardt – Cogle intersection in Sussex Corner, the Rosemount Avenue – Marble Street roundabout in Sussex, and the Marble Street – Morrow Avenue intersection in Sussex Parish.
- **Phase 2: medium term, 5 – 10 years.** The second phase allows for infill industrial growth along highway 114 in Sussex and Cardwell Parishes. Additionally, it allows new industrial development south of highway 114 to open new land with highway visibility for development. As no plans exist for these parishes, rural plans and an industrial parks master plan should be prepared for Sussex and Cardwell parishes to ensure that industrial development happens in an organized and efficient manner.
- **Phase 3: long term, 10 – 20+ years.** The third phase of industrial development releases new industrial lands north of highway 1 in Sussex Parish. Opportunities may exist to attract new businesses and develop a multimodal transfer station with rail spurs. Land should be reserved for this opportunity as existing industry clusters in potash and other natural resources may create demand for rail service in the future. An access road is proposed to open land for development in this area and to solve transportation access issues for existing businesses planning to build in the area. The access road provides a connection from highway 114 to Ailton Road.



4.0 Recommendations

The recommendations outlined in this section of the report provide a 20 year strategy to better coordinate and organize industrial development in the Greater Sussex Area. Each recommendation provides additional details on

who should be involved or responsible and the proposed timeframe for its implementation. The implementation timeframes are organized according to what can be done and when; this includes immediate, ongoing, short, medium, and long term strategies.



The overall goal of the recommendations is to develop a regional approach to industrial land in the Greater Sussex Area; and to build on existing industrial assets to create a critical mass that benefits existing industry, attracts future investment and job growth, helps to grow the local tax base and does not negatively impact residential or environmentally sensitive areas.

The servicing needs of industry should be met through a regional approach to sharing resources and infrastructure such as: water and sewer services, improvements to road

system and key access points, signage both directional and informational; and undertaking concerted efforts to brand, market and promote the industrial parks and areas in the Greater Sussex Area under one corporate entity.

The success of the Greater Sussex Area Industrial Parks Inc. will depend on the ability of key stakeholders, organizations, agencies and individuals to come together in order to promote cooperation, collaboration and sharing amongst municipalities and LSD's and property owners.

	Recommendation	Action	Implementation
1.0 Organization & Governance			
1.1	Organize Start Up Meeting: Organize a meeting of all key players in the Greater Sussex Area such as mayors and council, town and village managers, LSD chairs and Local Service District Manager, Regional Services Commission 8 (RSC 8), Provincial Economic Development Agencies (in Saint John), local MLA, PotashCorp, Corridor Resources, industrial/commercial business operators, land owners, to gauge interest and collaboration and identify steps to move forward with the recommendations of the SWOT Analysis Study.	Meeting to be organized by Enterprise Fundy before March 31st, but if not possible Enterprise Fundy should approach another local agency to organize this initial meeting, one example is Regional Services Commission 8.	Immediate 0 – 1 year
1.2	Identify a Champion: Identify a “champion” group or agency to complete preliminary process steps of the SWOT Analysis Study and organize a regional industrial parks committee.	Champion to be identified by start-up meeting participants: municipalities, LSD’s, business interests, other organizations as required	Immediate 0 – 1 year
1.3	Incorporate a Legal Entity to Oversee Industrial Parks: This corporate entity the Greater Sussex Area Industrial Parks Inc. (GSAIP Inc.) will manage and direct all activities related to industrial development for the Sussex Industrial Park, Sussex Corner industrial lands, industrial uses in Sussex Parish and in Cardwell Parish adjacent Hwy 114. Establish a Board of Directors, Vision Statement, Charter and By-laws and determine legal operating requirements and revenue sharing agreements amongst the partners.	To be organized by the regional industrial parks committee	Immediate 0 – 1 year
1.4	Assistance and Funding Programs: Identify provincial and federal government programming and funding opportunities and create appropriate partnerships and strategies to access these. Contact the Provincial Economic Development Agency for possible assistance and incentives to business through their Commercial and Non-Commercial programs.	GSAIP Inc. Board and staff	Immediate 0 – 1 year and Ongoing
1.5	Staffing Greater Sussex Area Industrial Parks Inc.: Hire an executive director and staff as feasible.	GSAIP Inc. Board of Directors	Immediate to short term 0 – 5 years
1.6	Create a Development Scheme By-Law for Industrial Lands: Create a Development Scheme By-law under section 32 of the Community Planning Act that is adopted by municipalities and LSD’s in order to streamline the administration of planning and zoning within the designated area of the GSAIP. Positioning the development control process under one agency such as RSC 8 will enhance the approvals process for developers and businesses and help reduce “red-tape.” (See Appendix C for a more detailed description of the Development Scheme).	RSC 8 and GSAIP Inc. staff; municipal councils, LSD chairs, and potentially planning consultant	Short Term 1 – 5 years

	Recommendation	Action	Implementation
1.7	Create an Industrial Parks Master Plan: Create Industrial Park Master Plan(s) for each industrial area as development pressures dictate, in order to delineate a subdivision layout, direct industrial uses to appropriate locations, integrate infrastructure such as water and sewer services, establish access and transportation linkages, and mitigate physical and environmental constraints such as geology, slopes, flooding, wetlands, watercourses and well-field protected areas.	GSAIP Inc. staff, RSC 8 and potentially planning & engineering consultant	Short Term 1 – 5 years
1.8	EMO Plan: Create an EMO plan that encompasses all designated areas of the GSAIP Inc.	Local EMO, GSAIP Inc. staff, RSC 8 and others as required	Short Term 1 – 5 years
1.9	Fire Protection: Ensure good fire protection coverage is maintained for the Greater Sussex Industrial Parks through discussions with appropriate Fire Chiefs of: Town of Sussex, Penobscis, Sussex Parish, and Studholm Parish.	GSAIP Inc. staff, local Fire Chiefs	Short Term 1 – 5 years
1.10	Incentives: Determine appropriate incentives program for GSAIP Inc. modelled on incentives provided by regional industrial park entities and best practices.	GSAIP Inc. staff	Short Term 1-5 years
2.0 Land Availability and Preparedness			
2.1	Land Bank: Examine and resolve issues of land availability and fair market value by working with key organizations, stakeholders, business operators, the real estate industry and land owners. Inventory and map these lands including property ownership data, existing land use and zoning, and other data for future industrial uses. Negotiate purchase agreements with private land owners and create GSAIP Inc. land bank for future industrial park expansion.	GSAIP Inc. staff, land owners, municipalities and LSDS, and others as required	Short Term 1 – 5 years, and ongoing
2.2	Identify Future Industrial Infill Opportunities: Identify potential opportunities for industrial infill adjacent to Highway #114. Inventory and map these opportunities showing property ownership, current zoning/land use and other data relevant to future industrial uses. Negotiate with land owners as required.	GSAIP Inc. staff and RSC 8 and land owners	Short Term 1 – 5 years
2.3	Land Preparedness – Future Industrial Uses: To make available lands market ready and attractive to prospective business interests: Ensure appropriate zoning is applied to land earmarked for industrial use expansion, particularly areas of potential infill. Ensure access to identified lands is possible through negotiated rights-of-way, or land purchase to enable the construction of roads that meet DOT standards where required. Determine feasible means to provide water and/or sewer infrastructure and extend as possible. Market these lands as development ready.	GSAIP Inc. Staff, RSC 8, municipalities and LSDs	Short Term to Medium Term 1 – 10 years

	Recommendation	Action	Implementation
3.0 Infrastructure and Transportation			
3.1	Extend Water and Sewer Services: Determine feasibility and cost of extending water and/or sewer services to lands earmarked for industrial use. Investigate potential to expand water and sewer services from either Sussex Industrial Park to adjacent industrial lands in Sussex Corner; or expand water services in Sussex Corner. Determine the cost effectiveness of the each. Determine the cost effectiveness to expand these services to the north side of Hwy 1 to lands between exits 195 and 198. Review and determine fair and equitable water rates and sewer charges for industrial users.	GSAIP Inc. staff and municipal engineering staff, municipalities, and potentially engineering consultant	Short to Medium Term 1 – 10 years
3.2	Road Infrastructure and Improvements: Road infrastructure improvements are required in various locations where existing road widths and alignments create bottlenecks and are potentially dangerous. Improvements to road infrastructure need to be resolved at the following locations: - Leonard Drive and Cogle Road - double "S" curve - Earnhardt Road and Cogle Road – intersection - Marble and Rosemount Intersection - Marble and Morrow Intersection - Leonard Drive – widening	GSAIP Inc. staff, municipal engineers, Department of Transportation (DOT); and potentially engineering consultant	Short to Medium Term 1 – 10 years
3.3	Develop Access Road: Work with municipalities, LSD's and DOT to develop an access road along Highway 114 in Sussex Parish to resolve land lock issues for prospective businesses and to open up land for future development.	GSAIP Inc. staff, municipal engineers and DOT	Short to Medium Term 1 – 10 years
3.4	Provide Directional Signage for Industrial Parks: Directional signage from major access routes such as Hwy 1 and secondary routes such as Hwy 10 and 114 currently does not exist. Work with DOT to determine appropriate locations for such signage; or the addition of this information to existing signs.	GSAIP Inc. staff, municipal engineers and DOT	Short to Medium Term 1 – 10 years
3.5	Examine Creation of a Gas Distribution Centre: Working with Corridor Resources, examine opportunities to create a natural gas distribution centre in the Greater Sussex Area Industrial Parks that meets the energy needs of existing businesses and offers an attractive incentive to new businesses contemplating locating there.	GSAIP Inc. staff, Corridor Resources, municipal engineering staff, and potentially engineering consultant	Medium Term to Long Term 10 – 20 years
3.6	Multimodal Transfer Station and Rail Spur : Work with DOT, municipal, provincial and federal governments to explore opportunities to develop a multimodal transfer station in the phase 2 growth area within proximity of the rail line.	GSAIP Inc. staff, municipal engineers and DOT	Long Term 10 – 20 years

	Recommendation	Action	Implementation
4.0 Marketing and Promotion			
4.1	Branding and Marketing: Develop new "brand" for Greater Sussex Area Industrial Parks Inc. Hire a marketing specialist to develop the "brand" and marketing tools, complete with logo and tag line; website, and templates for brochures, newsletters, flyers etc. and all other promotional materials. Reassess materials and methods of information dissemination in a timely manner.	GSAIP Inc. staff, marketing firm	Short Term 1 - 5 years and Ongoing
4.2	Wayfinding and Information Signage: Design and incorporate "wayfinding" through comprehensive system of informational signage based "branding." Ensure signage is located within industrial parks/areas. Ensure signage is located on Hwy's 1, 10 and 114 and is visible to the traveler. Work with DOT and private land owners in this regard.	GSAIP Inc. and staff, Provincial Economic Development Agency, land owners, and potentially DOT	Short Term 1 - 5 years and Ongoing
4.3	Promotion: Undertake concerted marketing and promotions program. Use a website and use social media sites such as Face Book and Twitter as a means of disseminating and gathering information. Identify national and international organizations with a mandate to promote industry and opportunities to join or partner in order to market the Greater Sussex Industrial Parks Inc. to a national and international audience.	GSAIP Inc. and staff, Provincial Economic Development Agency	Short Term 1 - 5 years and Ongoing

