



**PLANNING AND ECONOMIC
DEVELOPMENT DEPARTMENT**

ECONOMIC DEVELOPMENT DIVISION

**ECONOMIC DEVELOPMENT
STRATEGIC PLAN**

2006

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Introduction

What is Strategic Planning?

Strategic planning is a procedure whereby the community develops a long-term focus supported by steps, which enable the community to reach its goals. Strategic plans usually look at a 10-year time period.

Haldimand County Economic Development Strategic Plan

The Haldimand County Economic Development Strategic Plan focuses on the future of the local economy in Haldimand County. The plan consists of one focus statement and five overall goals representing the key areas of the economy (agriculture, commercial/ retail, education, industry and transportation).

The topics of the goals are not listed in order of importance, as each area of the local economy is significant for different reasons. The topics of the goals have been listed in alphabetical order.

Agriculture - Haldimand County is a rural municipality in nature and therefore agriculture is of primary importance to the local economy. However, as Haldimand County is a diverse economy, there are also many other areas that create a healthy local economic base.

Commercial/ Retail - The commercial and retail sectors within the municipality are also of key importance to the community and must be retained and expanded where possible to support local residents and visitors.

Education - A strong education system is also essential to support the existing and emerging work force in Haldimand County.

Industry - There is a strong industrial base in Haldimand County that is unique, as it includes both heavy and general industrial uses. It is important that the municipality maintain and grow the diversity and integrity of the local industrial economy.

Transportation - A strong transportation network is needed to service business and the movement of goods to and from the County. It is consequential that the transportation infrastructure develops in accordance with the growing local economy.

The areas of health, recreation, tourism and heritage and culture are also important to the overall local economy and compliment the Economic Development Strategic Plan. Health development is administered by the Health and Social Services Department of Haldimand and Norfolk. A Recreation Master Plan is currently underway by the Haldimand County Community Services Department and both the Tourism Division and the Heritage and Culture Divisions of Haldimand County are developing their own strategic plans. Therefore, these areas were not incorporated into the Economic Development Strategic Plan.

Every goal within the Economic Development Strategic Plan contains various objectives and subsequent in-depth action plans for implementation including lead agencies and partners. The agencies and partners are listed in order of importance, the first being the lead agency responsible for the objective. The other agencies and partners would assist in completing the action plans. Haldimand County Economic Development staff ranked the priority level of each objective accordingly.

It should be stressed that without the co-operation and assistance of these partners the goals and objectives of this Plan will not be completed. The Economic Development Division of Haldimand County has limited staff and resources available to accomplish the goals of the Economic Development Strategic Plan, in its entirety, alone. Haldimand County staff offers their appreciation to all the partners who have a role to play in this Plan. A description of various partners is listed in Appendix C of this Plan. A complete listing of those individuals involved in the Economic Development Strategic Plan is also listed in Appendix A.

The estimated costs and resources associated with each objective are not included within this Plan at this time. A financial and resources report was not deemed to be necessary at the beginning of implementing the Economic Development Strategic Plan as costs and resources have not yet been determined for various projects. Therefore, it is difficult to estimate the total financial costs and resources needed for the Economic Development Strategic Plan at this time. The financial costs and resources will also address overlap between various Haldimand County Departments as well as public agencies and partners. It should be noted that significant infrastructure and resource costs may be associated with meeting the various objectives and action plans within the Economic Development Strategic Plan.

All current year costs associated with the Economic Development Strategic plan, which are the responsibility of the Economic Development Division, are included in the 2006 Economic Development Division Budget. An analysis of costs and resources associated with future projects related to the Economic Development Strategic Plan will be provided in the annual Economic Development Strategic Plan report to Council each year subsequent of 2006.

The County may utilize various financial tools it has available, including property tax policies, user rates, development charges and other financial programs to provide assistance in meeting the goals and objectives contained in the Economic Development Strategic Plan. These tools can be designed to target specific sectors of the local economy, including business, agriculture and designated geographic areas within the County.

The community of Haldimand County has been involved and committed to working on the Haldimand County Economic Development Strategic Plan. The process of thinking, visualizing, interacting, conceptualizing, decision making and problem solving were key components in creating this Strategic Plan. The implementation of this Economic Development Strategic Plan will be achieved primarily by the Haldimand County Economic Development Division with assistance from various Divisions within Haldimand County and a variety of community agencies and partnerships.

The future of the local economy in Haldimand County will be influenced by the implementation of this Economic Development Strategic Plan.

Process

Haldimand County formed in 2001 as a result of restructuring within the former Regional Municipality of Haldimand-Norfolk. Haldimand County encompasses approximately 40% of the former Regional Municipality of Haldimand-Norfolk including half of the former City of Nanticoke and all of the former Towns of Haldimand and Dunnville.

In 2002 a corporate Haldimand County Strategic Plan was completed. The plan incorporated both a mission statement and vision statement to identify what Haldimand County was, where Haldimand County was going in the future and corporate objectives to achieve these goals.

Haldimand County Corporate Mission Statement

Haldimand County is a diverse team of responsible and dedicated professionals committed to providing our citizens with high quality sustainable services that promote the well being of communities.

Haldimand County Corporate Vision Statement

Haldimand County will establish itself as an independent high quality service provider that anticipates and meets community needs through service improvements, staff development, integrated planning, use of technology and balanced policies regarding growth and the environment.

In 2004 Haldimand County Council endorsed the Haldimand County Community Strategic Directions document. The Haldimand County Community Strategic Directions was the first step in preparing the new county-wide Official Plan. The process included a community telephone survey and various focus group sessions to assess public sentiment on establishing a community vision on how Haldimand County would look and function in the future. Based on this input a vision statement was created for the community of Haldimand County.

Haldimand County Community Vision Statement

Haldimand County is a caring, friendly community that is recognized as an exceptional place in which to live, work, play and nurture future generations. Haldimand County values our diversity and unique mix of urban and rural interests and is committed to preserving our rich environment and small town character through responsible growth management. Building on Haldimand County's history and heritage, our vision includes a strong and diverse economy that takes advantage of our strategic location and resources. We envision all elements of the community working cooperatively to maintain and build a high quality of life for all of our current and future residents.

The Haldimand County Community Strategic Directions document also includes six core themes with directions: Environment; Economy; Growth Management; Community Building; Leisure; and Health and Social Services. The Haldimand County Community Strategic Directions document indicates that the public in conjunction with the Municipality of Haldimand County will work together toward achieving a healthy environment within Haldimand County.

Now, in 2005/ 2006 the Planning and Economic Development Department is taking the Haldimand County Community Strategic Directions one step further as the divisions within the Department, namely, Tourism, Economic Development, and Heritage and Culture are each undertaking specific strategic plans to advance the directions of their specific focus within Haldimand County.

The Economic Development Strategic Plan will identify and guide the directions of future economic activity in Haldimand County. This Strategic Plan is intended to create a long-term focus, set short and medium term goals and objectives and establish specific action plans with commitment from various Haldimand County Departments as well as the public and private sectors including community organizations. This plan will allow Haldimand County as well the community to work in a proactive mode of operation as opposed to a reactionary mode. A strategic plan will provide Council and County staff with a structured process to focus on those projects and needs that are important to the local economy of Haldimand County.

The Economic Development Strategic Plan will also update the current Economic Development Divisions mandate, which is as follows:

Economic Development Division Mandate

Sustain and grow existing businesses.
Attract new business to the County.
Market the County for business opportunities.
Respond to all business-related inquiries.
Respond to various sector needs (social, economic, cultural).
Lobby government agencies on behalf of the business sector.

The first phase of the Economic Development Strategic Plan process was the Background Report, which provided a current snap shot of the local economy. Phase one included research, compilation of information and a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis. The Background Report was completed in May 2005 and formed the basis for the decisions made in phase two of the Economic Development Strategic Plan process.

Phase two was the draft of the Economic Development Strategic Plan. The draft Economic Development Strategic Plan provided a focus statement, goals, objectives and action plans including lead agencies and partners to strengthen the local economy of Haldimand County. The draft Economic Development Strategic Plan was provided to the public for comment through the means of three public open house sessions as well as specific meetings with the Haldimand Business Network and the Haldimand Federation of Agriculture.

Phase three of the process is the formalization and implementation of the Economic Development Strategic Plan.

Table 1 - Economic Development Strategic Plan Timeline

	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
2004												
Phase 1 – Background Paper/ SWOT Analysis												
1.1 Collect Various Background Studies												
1.2 Write Draft Background Paper												
1.3 SWOT Analysis												
1.4 Confirm & Rank SWOT Analysis												
1.5 Write Draft Background Paper												
1.6 Internal Review of Background Paper												
2005												
1.7 Internal Review of Background Paper												
1.8 Write Draft Background Paper												
1.9 Background Paper Report to Council												
Phase 2 – Draft Economic Development Strategic Plan												
2.1 Write Draft Strategic Plan												
2.2 Internal Review of Draft Strategic Plan												
2.3 Draft Strategic Plan Report to Council												
2.4 Meeting with Haldimand Business Network & Haldimand Federation of Agriculture												
2.5 Public Open Houses for Draft Strategic Plan												
2.6 Review Public Responses												
Phase 3 – Final Economic Development Strategic Plan												
2006												
3.1 Complete Writing Final Strategic Plan												
3.2 Final Strategic Plan/ Report to Council												
3.3 Implementation												

Economic Development Strategic Plan Focus Statement

Haldimand County is committed to protecting and building its diverse local economy by creating an environment where valuable employment opportunities for both current and future residents exist.

Goals & Objectives

1.0 Agriculture

Goal - Re-vitalize the agricultural industry and community in Haldimand County.

Objectives

- 1.1 Ensure that ongoing dialogue exists between the County and the agricultural community
- 1.2 Encourage the continued development of value-added agriculture and specialty crops
- 1.3 Encourage future employment in agriculture
- 1.4 Promote the local and global selling of agricultural products

2.0 Commercial/ Retail

Goal - Enhance retail and commercial opportunities in Haldimand County.

Objectives

- 2.1 Maintain a communications network that promotes the free flow of information between local businesses and Haldimand County
- 2.2 Create Haldimand Downtown Community Improvement Plans
- 2.3 Enhance business retention and expansion programs
- 2.4 Support initiatives to enhance telecommunications in Haldimand County
- 2.5 Support initiatives for affordable housing in Haldimand County
- 2.6 Continue to market Haldimand County as a venue for filming

3.0 Education

Goal – Encourage and support the availability of a comprehensive education network for Haldimand County residents.

Objectives

- 3.1 Continue to promote life long learning in Haldimand County
- 3.2 Promote local employment opportunities in Haldimand County

4.0 Industry

Goal - Foster healthy and vibrant industrial activities in Haldimand County.

Objectives

- 4.1 Retain and assist existing industries
- 4.2 Assist with developing appropriate infrastructure and facilities for industrial lands within Haldimand County
- 4.3 Attract new industries
- 4.4 Promote all industrial lands within Haldimand County
- 4.5 Support the development of environmentally responsible industries
- 4.6 Develop an inventory of all industrial brown fields

5.0 Transportation

Goal - Improve transportation linkages inside and outside Haldimand County.

Objectives

- 5.1 Improve Highway #6 transportation corridor
- 5.2 Support initiatives for a Greater Toronto Area (GTA) to Niagara transportation corridor
- 5.3 Assist with development of Freight Ferry in Nanticoke
- 5.4 Improve road signs in Haldimand County
- 5.5 Support current and future rail corridors into industrial areas
- 5.6 Explore economic opportunities to and from the Hamilton and Dunnville Airports
- 5.7 Improve Highway #3 transportation corridor
- 5.8 Create an inventory of public transportation opportunities available in Haldimand County

Action Plans and Implementation

1.0 Agriculture

Goal - Re-vitalize the agricultural industry and community in Haldimand County.

Objective - 1.1 Ensure that ongoing dialogue exists between the County and the agricultural community	
Priority Level - 1	
Time Frame – 1 – 10 Years/ Ongoing	
Action Plan	Lead Agency/ Partners
<p>Organize agricultural familiarization tours with municipal, provincial and federal governments as well as local agricultural organizations.</p> <p>Establish a staff initiated agricultural advisory committee to allow the agricultural community to advise, report and act on current and strategic agricultural issues.</p>	<p>Haldimand County Economic Development Division</p> <p>Haldimand County Federation of Agriculture</p> <p>Haldimand County Planning and Development Division</p> <p>Christian Farmers Association</p> <p>Haldimand County 4-H Club</p> <p>Haldimand County Fair Boards</p> <p>Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA)</p> <p>Local Farmers</p>

Objective - 1.2 Encourage the continued development of value added agriculture and specialty crops

Priority Level - 2

Time Frame – 2 – 7 Years

Action Plan	Lead Agency/ Partners
Promote appropriate agricultural-related manufacturing and service businesses to locate in Haldimand County industrial/ business parks. <ul style="list-style-type: none"> ▪ Actively recruit appropriate businesses ▪ Facilitate planning initiatives 	Haldimand County Economic Development Division Haldimand County Planning and Development Division
Promote and educate family farm operations on how to create value-added products, specialized crops, organic products and/or exotic crops. <ul style="list-style-type: none"> ▪ Workshops ▪ Features on the County web site ▪ Economic Development Newsletter features ▪ Introduce and promote supply chain management concepts 	Haldimand County Agricultural Advisory Committee OMAFRA Agriculture and Agrifood Canada Haldimand County Economic Development Division
Develop internal and external market for local value added and specialty agriculture. Encourage and promote: <ul style="list-style-type: none"> ▪ Supply chain management ▪ On farm vacations/ tours ▪ Local County farmers markets ▪ Road side farm stands 	Haldimand County Agricultural Advisory Committee Grand Erie Business Centre Haldimand County Economic Development Division Haldimand County Tourism Division
Establish and maintain liaisons with neighbouring agricultural organizations for cross promoting and marketing of value added and specialty agriculture.	Haldimand County Agricultural Advisory Committee Haldimand County Economic Development Division Neighbouring Agricultural Organizations
Encourage and work with investors to promote alternative energy sources in appropriate agricultural areas.	Haldimand County Agricultural Advisory Committee Haldimand County Economic Development Division Haldimand County Planning and Development Division

Objective - 1.3 Encourage future employment in agriculture

Priority Level - 2

Time Frame – 3 – 8 Years

Action Plan	Lead Agency/ Partners
<p>Promote agriculture as a viable future career choice in local Haldimand County Schools.</p> <ul style="list-style-type: none"> ▪ Develop package for local high school career fairs and school speaking engagements ▪ Promote agricultural activities (Example - plowing match events and agricultural festivals) ▪ Promote agriculture in annual Haldimand-Norfolk Career Fair ▪ Increase awareness of changing farm practices ▪ Promote opportunities for secondary education in farm related studies 	<p>Haldimand County Agricultural Advisory Committee</p> <p>Haldimand County 4-H Clubs</p> <p>Grand Erie District School Board</p> <p>Brant Haldimand Norfolk Catholic District School Board</p> <p>Haldimand County Economic Development Division</p> <p>Grand Erie Training and Adjustment Board (GETAB)</p>
<p>Increase the number of agricultural related service industry jobs in Haldimand County.</p> <ul style="list-style-type: none"> ▪ Actively recruit value added supply chains 	<p>Haldimand County Economic Development Division</p> <p>Haldimand County Agriculture Advisory Committee</p> <p>OMAFRA</p>
<p>Promote active agricultural succession planning.</p> <ul style="list-style-type: none"> ▪ Assess needs and current activity and develop future action plans ▪ Preserve the agricultural landscape in Haldimand County 	<p>Grand Erie Business Centre</p> <p>Haldimand County Economic Development Division</p> <p>OMAFRA</p>

Objective - 1.4 Promote the local and global selling of agricultural products

Priority Level - 3

Time Frame – 5 – 10 Years

Action Plan	Lead Agency/ Partners
<p>Support, promote and market local municipal farmers markets in Hagersville and Dunnville.</p> <ul style="list-style-type: none"> ▪ Create programs for advertising the local markets ▪ Examine current operations and make recommendations for possible improvements while recognizing that Hagersville and Dunnville are separate entities and function differently ▪ Ensure adequate directional signage is in place 	<p>Haldimand County Agricultural Advisory Committee</p> <p>Haldimand County Economic Development Division</p> <p>Haldimand County Building Controls and By-Law Enforcement Division</p> <p>Haldimand County Tourism Division</p> <p>Haldimand Business Network</p> <p>Dunnville Market Committee</p>
<p>Explore additional global markets for local products.</p> <ul style="list-style-type: none"> ▪ Attend conferences, meetings and teleconference calls concerning opportunities related to this goal. 	<p>Haldimand County Economic Development Division</p> <p>Haldimand County Agricultural Advisory Committee</p> <p>OMAFRA</p> <p>Agriculture and Agrifood Canada</p> <p>Services Canada</p>

2.0 Commercial/ Retail

Goal - Enhance the retail and commercial opportunities in Haldimand County

<p>Objective - 2.1 Develop and maintain a communications network that promotes the free flow of information between local business and Haldimand County</p> <p>Priority Level - 1 Time Frame – 1 – 10 Years/ Ongoing</p>	
Action Plan	Lead Agency/ Partners
<p>Maintain the Haldimand Business Network.</p> <ul style="list-style-type: none"> ▪ Continue meetings with representatives from all Haldimand County Chambers of Commerce, Business Improvement Areas and Boards of Trade ▪ Utilize Haldimand Business Network to work more proactively with Haldimand County on commerce related issues. ▪ Complete various retail and commercial projects working co-operatively together 	<p>Haldimand Business Network</p> <p>Haldimand County Economic Development Division</p>
<p>Regularly update Business Directory and Community Profile</p> <ul style="list-style-type: none"> ▪ Provide directories in hard copy and digital format ▪ All directories to be located on the Haldimand County web site 	<p>Haldimand County Economic Development Division</p> <p>Haldimand County Information Systems Division</p>
<p>Promote existing businesses in the Economic Development Newsletters.</p> <ul style="list-style-type: none"> ▪ Highlight various local retail and commercial businesses ▪ Newsletter mailed to every business in Haldimand County ▪ Newsletter to be located on the Haldimand County web site 	<p>Haldimand County Economic Development Division</p> <p>Haldimand County Information Systems Division</p>
<p>Provide workshops to local Haldimand County businesses on retail and commercial related topics.</p> <ul style="list-style-type: none"> ▪ Visits from Haldimand County Chief Administrative Officer to Haldimand Business Network and other business groups 	<p>Haldimand County Economic Development Division</p> <p>Haldimand Business Network</p> <p>Haldimand County Chief Administrative Officer</p>

<p>Support small business week.</p> <ul style="list-style-type: none"> ▪ Provide funds to community events and initiatives ▪ Organize an appreciation event for all Haldimand County Businesses ▪ Organize Haldimand County Business Events 	<p>Haldimand County Economic Development Division</p> <p>Haldimand Business Network</p>
<p>Provide annual business appreciation awards to local businesses</p> <ul style="list-style-type: none"> ▪ Award to be included in annual Haldimand County volunteer recognition evening 	<p>Haldimand County Economic Development Division</p> <p>Haldimand County Corporate Services Department</p> <p>Haldimand Business Network</p>
<p>Complete Economic Development Base Study</p> <ul style="list-style-type: none"> ▪ Study to indicate specific local statistics on all retail and commercial business as well as industry, agriculture, transportation and education. ▪ Study to compare local economy with other communities in Ontario ▪ Study to provide statistics to determine future directions for improvement in the local economy 	<p>Haldimand County Economic Development Division</p> <p>Consultant</p>

Objective – 2.2 Create Haldimand Downtown Community Improvement Plans

Priority Level - 1

Time Frame – 1- 10 Years

Action Plan	Lead Agency/ Partners
<p>Implement Haldimand Downtown Community Improvement Plans under Section 28 of the Planning Act for all urban areas in Haldimand County. Consistent design guidelines will be required across the County. Urban design/ streetscape plans to include:</p> <ul style="list-style-type: none"> ▪ façade improvement; ▪ garbage receptacles; ▪ street lights; ▪ heritage signage; ▪ benches; ▪ cross walks; ▪ trees/ vegetation; ▪ banners; ▪ hanging baskets/ planters; ▪ seasonal decorations ▪ traffic mechanisms etc. <p>Note – any major streetscape improvements dealing with infrastructure should be completed preferably when Physical Service improvements are being initiated by Haldimand County.</p> <ul style="list-style-type: none"> ▪ First step of Haldimand Downtown Community Improvement Plans initiated in 2006 with the Haldimand County First Impressions Program 	<p>Haldimand County Economic Development Division</p> <p>Haldimand County Planning and Development Division</p> <p>Consultant</p> <p>Haldimand County Physical Services Department</p> <p>Haldimand County Heritage and Culture Division</p> <p>Haldimand County Tourism Division</p> <p>Haldimand County Corporate Services Department</p> <p>Haldimand Business Network</p>
<p>Study the parking availability and options for all Haldimand County urban areas.</p> <ul style="list-style-type: none"> ▪ Haldimand County Parking Study initiated in 2005 	<p>Haldimand County Planning and Economic Development Department</p> <p>Haldimand County Engineering and Infrastructure Division</p> <p>Consultant</p>

Objective – 2.3 Enhance business retention and expansion programs

Priority Level – 1

Time Frame – 1- 10 Years/ Ongoing

Action Plan	Lead Agency/ Partners
<p>Participate in business retention and expansion programs.</p> <ul style="list-style-type: none">▪ Co-ordinate workshops and seminars with local businesses▪ Liaise with local business to assist business needs and desires where possible.▪ Prioritize and schedule one on one visits with all businesses in Haldimand County▪ Promote shop local in Haldimand County Programs	<p>Haldimand County Economic Development Division</p> <p>Haldimand County Tourism Division</p> <p>MEDT</p> <p>OMAFRA</p> <p>Business Development Canada (BDC)</p> <p>Export Development Canada (EDC)</p>

Objective – 2.4 Support initiatives on telecommunication opportunities in Haldimand County

Priority Level - 2

Time Frame – 4 – 10 Years

Action Plan	Lead Agency/ Partners
Assist in developing and educating local businesses on the availability of telecommunications in Haldimand County. <ul style="list-style-type: none">▪ Telecommunications includes land line telephones, cellular phones and high-speed/ dial up internet service	Haldimand County Economic Development Division Grand Erie Business Center Telecommunication Service Providers

Objective – 2.5 Support initiatives for affordable housing in Haldimand County

Priority Level - 2

Time Frame – 4 – 10 Years

Action Plan	Lead Agency/ Partners
Assist with programs that encourage affordable housing opportunities within Haldimand County urban areas. <ul style="list-style-type: none">▪ Various retail and commercial employment opportunities require appropriate affordable housing stock for employees	Haldimand-Norfolk Social Services Department Haldimand County Economic Development Division Haldimand County Planning and Development Division

Objective – 2.6 Continue to market Haldimand County as a venue for filming

Priority Level - 3

Time Frame – 1- 10 Years/ Ongoing

Action Plan	Lead Agency/ Partners
Provide assistance via Filming Guidelines and Permits to movie crews who wish to film on Haldimand County lands.	Haldimand County Economic Development Division
Update Filming Guidelines as needed to meet current practices.	Haldimand County Economic Development Division
Update Filming Locations and guidelines on the County's web site.	Haldimand County Economic Development Division Haldimand County Tourism Division Haldimand County Information Systems Division
Market Haldimand County as a venue for filming shoots by creating a Filming Brochure/ Package for future films. <ul style="list-style-type: none"> ▪ Include overnight accommodations, restaurants, hardware stores etc. 	Haldimand County Economic Development Division Haldimand County Tourism Division

3.0 Education

Goal – Encourage and support the availability of a comprehensive education network for Haldimand County residents.

Objective - 3.1 Continue to promote life long learning in Haldimand County	
Priority Level - 2	
Time Frame – 2 – 10 Years	
Action Plan	Lead Agency/ Partners
<p>Continue to promote neighbouring Colleges and Universities to local Haldimand County high school students for post secondary educational opportunities.</p> <ul style="list-style-type: none"> ▪ Work with Colleges and Universities on an awareness campaign <p>Provide and promote educational opportunities for local businesses.</p> <ul style="list-style-type: none"> ▪ Participate in workshops, conferences, special programs, classes, meetings etc <p>Lobby for post secondary educational satellite facilities in Haldimand County</p>	<p>School to Work Advisory Team</p> <p>Grand Erie District School Board</p> <p>Brant Haldimand Norfolk Catholic District School Board</p> <p>Local Colleges and Universities: Fanshawe College/ Mohawk College/ Niagara College/ Laurier University/ University of Waterloo McMaster University/ Brock University</p> <p>Haldimand County Economic Development Division</p> <p>Haldimand Business Network</p> <p>Grand Erie Business Center</p> <p>GETAB</p> <p>St. Leonard’s Community Services</p> <p>Provincial Government</p>

Objective - 3.2 Promote local employment opportunities in Haldimand County

Priority Level - 2

Time Frame – 2 – 10 Years

Action Plan	Lead Agency/ Partners
<p>Support local school to work transition opportunities.</p> <ul style="list-style-type: none"> ▪ College/ University co-operative opportunities ▪ High school placements ▪ Summer Employment ▪ Apprenticeships ▪ Part-time employment ▪ Any school to work transition initiative <p>Provide local citizens with information on current employment opportunities available in Haldimand County.</p> <ul style="list-style-type: none"> ▪ Create a section on the Haldimand County web site on careers in Haldimand County ▪ Co-ordinate actions with guidance councillors, career resource centers and career classes in local high schools ▪ GETAB to continue the Haldimand-Norfolk Youth Career Fair (Haldimand County to continue assisting by sitting on the steering committee) ▪ School Boards and local businesses continue to support the "take your child to work" program. 	<p>School to Work Advisory Team</p> <p>Grand Erie District School Board</p> <p>Brant Haldimand Norfolk Catholic District School Board</p> <p>Local Colleges and Universities: Fanshawe College/ Mohawk College/ Niagara College/ Laurier University/ University of Waterloo/ McMaster University/ Brock University</p> <p>Haldimand County Economic Development Division</p> <p>Local Businesses/ Industries</p> <p>Grand Erie Business Center</p> <p>GETAB</p> <p>St. Leonard's Community Services</p> <p>Provincial Government</p> <p>Haldimand County Information Systems Division</p>

4.0 Industry

Goal - Foster environmentally healthy and vibrant industrial activities.

Objective - 4.1 Retain and assist existing industries	
Priority Level - 1	
Time Frame – 1- 10 Years/ Ongoing	
Action Plan	Lead Agency/ Partners
Liaise with local industry to facilitate achieving their business needs where appropriate. <ul style="list-style-type: none"> ▪ Establish, schedule and prioritize one on one visits with all industries in Haldimand County 	Haldimand County Economic Development Division
Streamline development process. <ul style="list-style-type: none"> ▪ Create point person for development inquiries and assistance ▪ Create brochure to direct public through development process to be taken in Haldimand County 	Haldimand County Planning and Development Division Haldimand County Economic Development Division Haldimand County Building Controls and By-Law Enforcement Division
Regularly update Economic Development Industrial Directory. <ul style="list-style-type: none"> ▪ Provide industrial directory in hard copy and digital format ▪ Industrial directory to be located on the Haldimand County web site 	Haldimand County Economic Development Division Haldimand County Information Systems Division
Promote existing industries in Economic Development Newsletter. <ul style="list-style-type: none"> ▪ Produce quarterly Economic Development Newsletter ▪ Various industries to be showcased in various newsletter issues ▪ Newsletter mailed out to every business in Haldimand County ▪ Newsletter to be located on the Haldimand County web site 	Haldimand County Economic Development Division

Objective - 4.2 Assist with developing appropriate infrastructure and facilities for industrial lands within Haldimand County

Priority Level - 1

Time Frame – 1- 10 Years/ Ongoing

Action Plan	Lead Agency/ Partners
<p>Assist with the establishment of an action plan providing appropriate services and infrastructure such as sewage and water facilities to industrial lands within Haldimand County for future industrial development.</p> <ul style="list-style-type: none"> ▪ Develop an approach to share development costs with vested stakeholders ▪ Complete Master Servicing Plans <p>(The Caledonia Master Servicing Plan is scheduled to be completed in 2006. It is then estimated that the Hagersville and Dunnville Master Servicing Plans will begin in 2006 and the Cayuga and Jarvis Master Servicing Plans will begin in 2008).</p>	<p>Haldimand County Physical Services Department</p> <p>Haldimand County Economic Development Division</p> <p>Haldimand County Planning and Development Division</p> <p>Neighbouring Municipalities/ First Nations Reserves</p> <p>Haldimand County Finance Division</p> <p>Ministry of the Environment (MOE)</p> <p>Utility Agencies</p> <p>Stelco Lake Erie Steel Company</p>

Objective 4.3 - Attract new industries

Priority Level – 1

Time Frame – 1- 10 Years/ Ongoing

Action Plan	Lead Agency/ Partners
<p>Host Haldimand County Investment Tours for national and international investors.</p> <ul style="list-style-type: none">▪ Focus on major industry or agricultural processing industry	<p>Haldimand County Economic Development Division</p> <p>OMAFRA</p> <p>Ministry of Economic Development and Trade (MEDT)</p>
<p>Promote Haldimand County as a place to establish new industry.</p> <ul style="list-style-type: none">▪ Attend investment tours, meetings and conferences▪ Place cold calls and visit known expanding businesses▪ Promote appropriate clustering within major industrial, industrial and urban business parks (Example – Steel processing industries in the Lake Erie Industrial Park)▪ Target USA industries potentially using the new freight ferry▪ Get Haldimand County’s name and potential out to prospective industry▪ Advertise industrial opportunities in Haldimand County	<p>Haldimand County Economic Development Division</p> <p>MEDT</p> <p>Grand Erie Business Center</p>

Objective 4.4 – Promote all industrial lands within Haldimand County

Priority Level – 1

Time Frame – 1 – 10 Years/ Ongoing

Action Plan	Lead Agency/ Partners
Develop and promote a marketing campaign to attract new businesses or existing businesses to locate in Haldimand County. <ul style="list-style-type: none">▪ Provide both hard copies and digital copies of campaign▪ Locate campaign on Haldimand County web site	Haldimand County Economic Development Division Haldimand County Tourism Division Consultant
Where appropriate establish signage to identify the Industrial and Urban Business Parks in Haldimand County. <ul style="list-style-type: none">▪ Provide maintenance schedule and costs for upkeep of signs	Haldimand County Economic Development Division Haldimand County Operations Division Private Land Owners
Write additional Official Plan design policies for all Urban Business Parks in Haldimand County as required. <ul style="list-style-type: none">▪ Assess if future industrial lands near current industrial lands need to be obtained.	Haldimand County Planning and Development Division Haldimand County Economic Development Division

Objective – 4.5 Support the development of environmentally responsible industries

Priority Level - 3

Time Frame – 3 – 10 Years

Action Plan	Lead Agency/ Partners
<p>Provide workshops and training on Environmental awareness.</p> <ul style="list-style-type: none"> ▪ Encourage all applicable ISO Training ▪ Identify and promote to industries various programs for energy conservation, pollution abatement etc. 	<p>Haldimand County Economic Development Division</p> <p>MEDT</p> <p>Grand Erie Business Center</p>
<p>Promote environmental action days around various industries.</p> <ul style="list-style-type: none"> ▪ Tree Planting Day ▪ Litter Day ▪ Clean Water Day ▪ Energy Conservation 	<p>Various Haldimand County Community Groups</p> <ul style="list-style-type: none"> ▪ 4-H Club ▪ Scouts ▪ Cubs ▪ Girl Guides etc. <p>Haldimand County Economic Development Division</p> <p>Haldimand-Norfolk Forest Conservation Officer</p> <p>Haldimand County Waste Management Division</p> <p>Grand Erie District School Board</p> <p>Haldimand Hydro</p> <p>Brant Haldimand Norfolk Catholic District School Board</p>

Objective – 4.6 Develop an inventory of all industrial brown fields

Priority Level - 3

Time Frame – 5 – 10 Years

Action Plan	Lead Agency/ Partners
<p>Provide an inventory of all industrial brown fields in Haldimand County.</p> <ul style="list-style-type: none">▪ Develop a database of programs that may be utilized in brown field redevelopment.▪ Following the inventory, a further study or program to identify what to do/ how to market industrial brown fields may be required. <p>Note – A brown field site is defined as undeveloped or previously developed properties that may be contaminated. They are usually, but not exclusively former industrial or commercial properties that may be underutilized, derelict or vacant. (Source – Provincial Policy Statement 2005)</p>	<p>Haldimand County Planning and Development Division</p> <p>Haldimand County Economic Development Division</p> <p>Consultant</p> <p>MOE</p>

5.0 Transportation

Goal - Improve transportation linkages inside and outside Haldimand County.

<p>Objective - 5.1 Improve Highway #6 transportation corridor Priority Level - 1 Time Frame – 1 – 5 Years</p>	
Action Plan	Lead Agency/ Partners
<p>Improve the Highway #6 corridor as a major transportation link in Haldimand County.</p> <ul style="list-style-type: none"> ▪ Ensure maintenance and safety of highway #6 through upgrades for commercial and industrial growth ▪ Partner for continued long term Highway #6 upgrades (Example - by-pass around Hagersville) ▪ Improve Highway #6 through a connection to the 400 series highway from Hamilton to Caledonia ▪ Plan for added traffic from possible cross lake ferry services 	<p>Ministry of Transportation (MTO)</p> <p>Southern Ontario Gateway Council</p> <p>Haldimand County Economic Development Division</p> <p>Haldimand County Physical Services Department</p> <p>Haldimand County Planning and Development Division</p> <p>Neighbouring Municipalities/ First Nations Reserves</p>
<p>Create a business case to the Provincial and Federal Government to develop a controlled access connection from Highway #6 (Caledonia) to Highway 403.</p>	<p>MTO</p> <p>Southern Ontario Gateway Council</p> <p>Haldimand County Economic Development Division</p> <p>Haldimand County Planning and Development Division</p> <p>Haldimand County Engineering and Infrastructure Division</p>

Objective – 5.2 Support initiatives for a Greater Toronto Area (GTA) to Niagara transportation corridor

Priority Level - 1

Time Frame – 1- 5 Years

Action Plan	Lead Agency/ Partners
<p>Actively participate in discussions on the GTA to Niagara transportation corridor formerly known as the Mid Peninsula Corridor.</p> <ul style="list-style-type: none">▪ Support and lobby for a Haldimand County and Dunnville transportation linkage	<p>MTO</p> <p>Southern Ontario Gateway Council</p> <p>Haldimand County Economic Development Division</p> <p>Haldimand County Physical Services Department</p> <p>Haldimand County Planning and Development Division</p> <p>Neighbouring Municipalities</p>

Objective – 5.3 Assist with development of Freight Ferry in Nanticoke

Priority Level - 1

Time Frame – 1- 3 Years

Action Plan	Lead Agency/ Partners
<p>Work with the project partners to plan for a freight ferry port and facilities.</p> <ul style="list-style-type: none"> ▪ Ensure current Memorandum of understanding is re-newed/ re-revised as appropriate ▪ Develop business case where possible for support from Federal and Provincial Governments and American Local State and Federal Governments 	<p>Signatories of Memorandum of Understanding</p> <ul style="list-style-type: none"> ▪ Seaway Marine Transport ▪ Port Authority of Erie Western Pennsylvania ▪ Hamilton Port Authority ▪ Haldimand County ▪ Stelco Inc. <p>Haldimand County Economic Development Division</p>
<ul style="list-style-type: none"> ▪ Plan and budget for required infrastructure upgrades in support of the freight ferry services 	<p>Southern Ontario Gateway Council</p> <p>Haldimand County Physical Services Department</p> <p>Haldimand County Planning and Development Division</p> <p>Ministry of Natural Resources (MNR)</p> <p>Grand River Conservation Authority</p> <p>Long Point Conservation Authority</p>

Objective – 5.4 Improve road signs in Haldimand County

Priority Level - 2

Time Frame – 2 – 4 Years

Action Plan	Lead Agency/ Partners
<p>Replace/ create and maintain appropriate road signs.</p> <ul style="list-style-type: none">▪ Signs include: downtown directional signs, highway directional signs, welcome signs, parking signs, street signs etc.▪ Replace road signage to reflect current County status▪ Establish and budget for ongoing maintenance	<p>Haldimand County Operations Division</p> <p>Haldimand Business Network</p> <p>Haldimand County Economic Development Division</p> <p>Haldimand County Tourism Division</p> <p>Southern Ontario Gateway Council</p>

Objective – 5.5 Support current and future rail corridors into industrial areas

Priority Level - 2

Time Frame – 3 – 10 Years

Action Plan	Lead Agency/ Partners
<p>Enhance the development of adequate rail service to the industrial areas of Haldimand County.</p> <ul style="list-style-type: none"> ▪ Promote availability of rail service in industrial brochures ▪ Lobby rail companies and Department of Transportation (DOT) to retain current and to provide additional rail access to industrial areas as required ▪ Support current short rail line operations and future opportunities 	<p>Haldimand County Economic Development Division</p> <p>CN Rail</p> <p>Rail America</p> <p>CP Rail</p> <p>Local Industries</p> <p>Neighbouring Municipalities</p> <p>MTO</p> <p>DOT</p> <p>Southern Ontario Gateway Council</p> <p>Haldimand County Operations Division</p>

Objective – 5.6 Explore economic opportunities to and from the Hamilton and Dunnville Airports

Priority Level - 2

Time Frame – 2 – 10 Years

Action Plan	Lead Agency/ Partners
<p>Enhance transportation and infrastructure to accommodate industrial and commercial development along Highway #6 corridor between north Caledonia and the John C. Munro International Air port in Hamilton.</p> <ul style="list-style-type: none">▪ Develop an approach to share development costs with vested stakeholders <p>Note – Services are needed to enhance road infrastructure. New Provincial Legislation could effect development possibilities.</p> <p>Investigate and support enhanced airport opportunities at the Dunnville Airport and as well as future airport opportunities.</p>	<p>MTO</p> <p>Haldimand County Economic Development Division</p> <p>Haldimand County Planning and Development Division</p> <p>Haldimand County Physical Services Department</p> <p>Neighbouring Municipalities</p> <p>Southern Ontario Gateway Council</p>

Objective – 5.7 Improve Highway #3 transportation corridor

Priority Level – 3

Time Frame – 5 – 10 Years

Action Plan	Lead Agency/ Partners
<p>Improve the Highway #3 corridor as a major transportation link in Haldimand County.</p> <ul style="list-style-type: none">▪ Ensure maintenance and safety of the highway through upgrades for commercial and industrial growth▪ Continue to explore potential for a Highway #3 by-pass around urban Dunnville▪ Develop a plan for added traffic from possible cross lake ferry services▪ Upgrade Cayuga bridge	<p>MTO</p> <p>Southern Ontario Gateway Council</p> <p>Haldimand County Physical Services Department</p> <p>Haldimand County Planning and Development Division</p> <p>Haldimand County Economic Development Division</p> <p>Haldimand County Heritage and Culture</p> <p>Neighbouring Municipalities</p>




Objective – 5.8 Create an inventory of public transportation opportunities available in Haldimand County

Priority Level - 3

Time Frame – 5 – 10 Years

Action Plan	Lead Agency/ Partners
<p>Assess the amount of public transportation available in Haldimand County.</p> <ul style="list-style-type: none">▪ After completing the inventory, it may be determined that a future project to identify ways to increase methods of public transportation in Haldimand County may be desirable.	<p>Haldimand County Economic Development Division</p> <p>Neighbouring municipalities</p> <p>Provincial Government</p> <p>St. Leonard’s Community Services</p> <p>GETAB</p> <p>Grand Erie Business Center</p> <p>Grand Erie District School Board</p> <p>Brant Haldimand Norfolk Catholic District School Board</p>

Table 2 - Time Frame Schedule of Activities

Objective	Priority Levels  1  2  3	Year												
		1 (2006)	2 (2007)	3 (2008)	4 (2009)	5 (2010)	6 (2011)	7 (2012)	8 (2013)	9 (2014)	10 (2015)			
1.1	Ensure that ongoing dialogue exists between the County and the agricultural community													
2.1	Develop and maintain a communications network that promotes the free flow of information between local business and Haldimand County													
2.2	Create Haldimand Downtown Community Improvement Plans													
2.3	Enhance business retention and expansion programs													
4.1	Retain and assist existing industries													
4.2	Assist with developing appropriate infrastructure and facilities for industrial lands within Haldimand County													
4.3	Attract new industries													
4.4	Promote all industrial lands within Haldimand County													
5.1	Improve Highway #6 transportation corridor													
5.2	Support initiatives for a Greater Toronto Area (GTA) to Niagara transportation corridor													
5.3	Assist with development of Freight Ferry in Nanticoke													
1.2	Encourage the continued development of value added agriculture and specialty crops													
1.3	Encourage future employment in agriculture													
2.4	Support initiatives on telecommunication opportunities in Haldimand County													
2.5	Support initiatives for affordable housing in Haldimand County													
3.1	Continue to promote life long learning in Haldimand County													
3.2	Promote local employment opportunities in Haldimand County													
5.4	Improve road signs in Haldimand County													
5.5	Support current and future rail corridors into industrial areas													
5.6	Explore economic opportunities to and from the Hamilton and Dunnville Airports													
1.4	Promote the local and global selling of agricultural products													
2.6	Continue to market Haldimand County as a venue for filming													
4.5	Support the development of environmentally responsible industries													
4.6	Develop an inventory of all industrial brown fields													
5.7	Improve Highway #3 transportation corridor													
5.8	Create an inventory of public transportation opportunities available in Haldimand County													

On-Going Monitoring and Evaluation

Monitoring of the economic situation in Haldimand County is an ongoing process. With the development and acceptance of this Economic Development Strategic Plan, there will be goals and measurable targets on which to base some of the monitoring. Working together with various partners including organizations and government on the focused efforts set out in this Plan should result in the achievement of the objectives and goals.

Reports setting out the status of the objectives and goals are to be made annually to Haldimand County Council along with yearly financial costs and resources. A review of this Economic Development Strategic Plan is necessary every five years. Community comments should be a strong component of the annual reports and Economic Development Strategic Plan reviews.

Appendix A – List of Participants

Al Elliot - Resident
Al & Darleen Elliot – Residents
Albert Postma – Aldor Homes
Allan Miller - Resident
Armas Pukala - Resident
Barbara Martindale – Caledonia Chamber of Commerce
Barry Ricker – Ruffins Pet Center
Betty Mathews-Malone – General Manager Physical Services - Haldimand County
Bill Lindsay – Selkirk Chamber of Commerce
Bill Pearce – Chief Administrative Officer - Haldimand County
Bob Osborne – Ontario Power Generation (OPG)
Bob Peuthichuk - Resident
Bonnie McKinnon – Hagersville Chamber of Commerce
Buck Sloat – Haldimand County Council
Carolyn Chymko – Dunnville Chamber of Commerce
David J Rowe – Grand Island B-B-Q
Dave Anderson – Engineering and Infrastructure - Haldimand County
Don Smith – Caledonia Chamber of Commerce
E. Cranston - Resident
Ed Vanderwindt – Building Controls and By-Law Enforcement – Haldimand County
Elaine Brunn Shaw – Planning and Development - Haldimand County
Gary Schumacher – Dunnville BIA
George Sitak - Resident
Glen Brough – Lalor Estate Inn
Hugh Hanly – Community Services – Haldimand County
Janice Bershaw – Body Waves
Jill Halyk – Grand Erie Training and Adjustment Board (GETAB)
Jim Parke - Resident
Joanne Berdan – Dell Pharmacies
John Fredrick Lupson - Resident
John Lyon - Resident
John McKay – Queen Street Paint & McKay S&S Center
Karen General – Corporate Services – Haldimand County
Karl Huyge – Economic Development – Haldimand County
Katherine Turner - Resident
Lorne Boyko – Haldimand County Council
Lynn Hewitt – Advertising Solutions
Lynn Robinson - Resident
Marg Peuthichuk - Resident
Margaret Clark – Dunnville Chamber of Commerce/ Agricultural Society
Marvin Wasserman – Nights Beach Resort

Mary Ann Anderson – Royal LePage
Mary Lou Lovegrove – Dunnville Chamber of Commerce
Mike Pullen – Tourism – Haldimand County
Mike Ramsey - Resident
Nancy Ross – Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA)
Pattie Moore – Health and Social Services – Haldimand and Norfolk County
Pamela Duesling – Planning and Economic Development – Haldimand County
Paul Kindy – Kindy’s Furs, Leathers and Goretex
Paul Mailoux – Dunnville/ Hagersville Hospitals
Peter Serrani - Developer
Pete Zwart – Jarvis Board of Trade
Phillip Taylor – Haldimand County - Operations
Randy Peirson – Caledonia Chamber of Commerce
Robbin Pridmore - Resident
Robert Johnson - Resident
Ron Howden – Chase Realty
Ron Pine - Resident
Scott Brunton – Service Canada
Shari Baago – St. Leonard’s Community Services
Stephen Bob – Cayuga Chamber of Commerce
Steve Fenton – Battlefield International
Steve Miazga – Haldimand County – Planning and Economic Development
Suzanne Athanasion – State Farm
Ted Ruzsa - Resident
Todd & Christina Pentilchuk - Resident
Tony Gzik – Economic Development – Haldimand County
Vivienne Machen - Resident
W. Greensor - Resident
Wayne – Wayne’s TV
Wayne DeBoer – DeBoer Machining Ltd.
Wayne Knox – Grand Erie Business Center
Wayne Voakes - Resident
Wendy Whitfield – Heritage and Culture – Haldimand County
Wilma Koziello – Information Systems – Haldimand County

Appendix B – Description of Associated Agencies/ Partners

Grand Erie Business Center

The Grand Erie Business Centre is a private not for profit corporation servicing Haldimand County and West Lincoln and surrounding areas for over seventeen years, delivering Industry Canada's Community Futures Development Corporation Program.

Grand Erie Business Centre supplies "Business Consultation, Support and Advice" to any business in the area at no charge as the costs are covered by Industry Canada. The Business Centre has two professional business consultants on staff, Wayne Knox and Robin Ramage.

In addition to business consultation, support and advise, Grand Erie Business Centre has "Access to Capital". In addition to its own \$4million plus loan portfolio and the fact that it has loaned over \$13 million to small and medium sized businesses since its inception in 1989, Grand Erie Business Centre takes pride in helping our clients find the best possible financial packages available for their particular needs.

Grand Erie Business Centre also supports Community Economic Development and Social Economic Development initiatives in partnership with other community groups.

Grand Erie Business Centre is governed by a volunteer Board of Directors. Its motto is "Community Economic Growth Through Buildings Partnerships and Investing in Business." Source –Grand Erie Business Center Office – October 6, 2006.

Grand Erie Training and Adjustment Board (GETAB)

The Grand Erie Training and Adjustment Board is one of 22 community-based, non-profit corporations recently established in Ontario to play a leadership role in labour force development. The mandate of the Local Training Board is to identify local issues and provide local input on adult training programs and employment-related services to the federal and provincial governments, and to facilitate partnerships among stakeholders in the community. Along with other agencies, the Local Training Board works toward building a stronger community in which all members of the local labour force can participate fully. The Local Training Board is led by a volunteer board of directors comprised of representatives from business, labour, trainers and educators, as well as members of four equity groups: persons with disabilities, women, francophones, and members of visible minorities. Government sponsors participate as ex officio members. The Grand Erie Training and Adjustment Board serves the communities of Brant, Haldimand and Norfolk Counties. Our mission is to assist in providing residents, in particular the unemployed and underemployed of Brant, Haldimand, Norfolk with the necessary skill and opportunities to enhance their ability to be a viable part of the working community.

Source –GETAB Website - <http://getab.on.ca/open2.htm> Feb 24,2006

Haldimand Business Network

The Haldimand Business Network is a consortium of presidents and chairs of the local Chambers of Commerce, Business Improvement Areas and Board of Trade located in Haldimand County. The network meets quarterly to discuss similar business issues and undertakes County wide projects between the organizations to better business in Haldimand County.

School to Work Advisory Team

The School To Work Advisory Team (SWAT) is comprised of educators, employment services, industry, provincial and federal government representatives.

The SWAT's mission statement is:

*Help students and job seekers identify and pursue career goals related to the skilled trades;
Improve school to work transition for students and job seekers interested in the skilled trades;
Raise the profile of workplace and apprenticeship career options;
Enhance employability and life skills specific to careers in the skilled trades.*

SWAT began in 2000-2001 as the Grand Erie Ontario Youth Apprenticeship Program (OYAP) Steering Committee, formed to address the impending shortage of skilled trades workers and bring community agencies, educators and industry together. With a common interest in bridging the gap between education and the workplace, the committee met regularly to share information, examine issues and collaborate on special projects. Special projects include: apprenticesearch.com; Skilled Trades Conference for Youth; Skilled Trades Awareness Campaign; Haldimand Norfolk Career Fair; and Employer Appreciation Symposium . The SWAT meets every month and various sub committees meet as needed to complete special projects.

Source – Suzanne Cass – Grand Erie District School Board – March 1, 2006

Southern Ontario Gateway Council

A new organization with a mandate to address regional transportation issues is being formed in the Southern Ontario region. The Southern Ontario Gateway Council will consist of members of the transportation sector that operate to, from, and within the boundaries of the Greater Golden Horseshoe Area. The concept for the Southern Ontario Gateway Council rises from the successful Greater Vancouver Gateway Council and the recently established Halifax Gateway Council. Gateway Councils are non-profit associations formed to enhance the efficiency and competitiveness of transportation in a region through advocacy, communication, and consensus building. Gateway Councils are comprised of voting-members from transportation providers in a given region, and represented by CEO's and senior executives. Gateway councils focus principally on government relations and do not partake in marketing initiatives, economic development, labour issues, or conflict resolution among the parties.

Source – Southern Ontario Gateway Council Website -

http://64.233.179.104/search?q=cache:ww_GWb30uYQJ:www.region.waterloo.on.ca/web/regio n.nsf/0/2D91D76F3D6C7B3485256FBA00521A60/%24file/ATT2-P-05-035.pdf%3Fopenelement+Southern+Ontario+Gateway+Council&hl=en&gl=ca&ct=clnk&cd=1 –

Feb 24, 2006

St. Leonard's Community Services

St. Leonard's Community Services empowers clients to overcome life challenges by helping them make responsible choices that result in positive change.

We are a progressive charitable Agency responding to the needs of our community by promoting innovative programs for youth, families and adults.

Our dedicated team of staff and volunteers provide diverse services in the areas of youth and family counselling, housing, justice, addictions and mental health, employment and education.

St. Leonard's Community Services operate all Haldimand County Career Resource Centers.

Source – St. Leonard's Community Services Website - <http://www.st-leonards.com/> - Feb 24, 2006