

Halton Region
Strategic Action Plan
2015 – 2018

Shaping Halton's future



Halton Regional Council 2014-2018

Regional Chair

Gary Carr
905-825-6115
gary.carr@halton.ca



City of Burlington



Mayor

Rick Goldring
905-335-7607
mayor@burlington.ca



Ward 1

Rick Craven
905-335-7600 ext. 7587
rick.craven@burlington.ca



Ward 2

Marianne Meed Ward
905-335-7600 ext. 7588
marianne.meedward@burlington.ca



Ward 3

John Taylor
905-335-7600 ext. 7459
john.taylor@burlington.ca



Ward 4

Jack Dennison
905-632-4800 ext. 211
jack.dennison@burlington.ca



Ward 5

Paul Sharman
905-335-7600 ext. 7591
paul.sharman@burlington.ca



Ward 6

Blair Lancaster
905-335-7600 ext. 7592
blair.lancaster@burlington.ca

Town of Halton Hills



Mayor

Rick Bonnette
905-873-2601 ext. 2342
mayor@haltonhills.ca



Wards 1 and 2

Clark Somerville
905-703-6388
clarks@haltonhills.ca



Wards 3 and 4

Jane Fogal
905-877-5806
janefogal@haltonhills.ca

Town of Milton



Mayor

Gordon Krantz
905-878-7252 ext. 2104
executiveservices@milton.ca



Wards 1, 6, 7 and 8

Mike Cluett
905-878-1327
mike.cluett@milton.ca



Wards 2, 3, 4 and 5

Colin Best
905-878-3623
colin.best@milton.ca

Town of Oakville



Mayor

Rob Burton
905-338-4173
mayor@oakville.ca



Ward 1

Sean O'Meara
905-845-6601
sean.o'meara@oakville.ca



Ward 2

Cathy Duddeck
905-845-8374
cathy.duddeck@oakville.ca



Ward 3

Dave Gittings
905-844-5513
dave.gittings@oakville.ca



Ward 4

Allan Elgar
905-827-6056
allan.elgar@oakville.ca



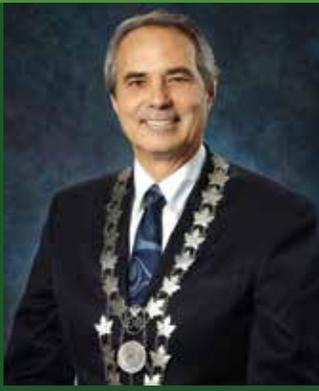
Ward 5

Jeff Knoll
905-815-6000
jeff.knoll@oakville.ca



Ward 6

Tom Adams
905-849-7915
tom.adams@oakville.ca



Message from Regional Chair

Halton Region is a vibrant and growing community with more than 500,000 residents and four distinct communities – Burlington, Halton Hills, Milton and Oakville. Recognized for its high quality of life, innovative programs and services and strong financial position, Halton Region is committed to continuing to be a great place to live.

Regional Council has undertaken an extensive engagement and consultation process with residents, businesses, community partners and staff. By working together over several months, we have now developed a Plan which will shape Halton’s future over the next four years. This Plan focuses on delivering high quality, cost-efficient programs and services that reflect the valuable feedback and insights we have heard from residents and community stakeholders. From investing in infrastructure, managing growth responsibly and protecting the natural environment while continuing to provide critical programs, we have heard you.

The *Strategic Action Plan 2015-2018* outlines six key strategic priority areas and includes specific, measurable actions for each that will allow the Region to track, measure and report on our progress to ensure stakeholders are aware of the achievements being made.

Regional Council will continue to work together over the next four years to implement the new *Strategic Action Plan* in order to meet the needs of Halton’s growing community. I would like to thank all of those who have contributed to the development of the *Strategic Action Plan*. Working together, we make Halton a great place to live, work, raise a family and retire. To learn more about the *Strategic Action Plan 2015-2018* please visit halton.ca/actionplan.

Gary Carr,
Regional Chair

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Shaping Halton's Future

Halton Region is one of the fastest growing Regions in the Province. Residents value the quality of life and services offered by the Region.

The Region's strategic planning framework recognizes the importance of long-term planning and priority setting focused on achieving Halton's Vision. The *Strategic Action Plan 2015-2018* sets out the priorities for the four year term of Council. Supporting this plan are the strategies and service delivery plans for the Region's many program areas.



Vision

Halton Region's vision is to preserve for the current and future generations a landscape that is rich, diverse, balanced, productive and sustainable and a society that is economically strong, equitable and caring. The Region must plan for communities where urban sprawl is minimized, where infrastructure is maximized, where natural heritage is protected and natural spaces and farmland are preserved. The overall goal is to enhance the quality of life for all people of Halton, today and into the future.

Developing the Plan

The *Strategic Action Plan* sets out the strategic direction for the Region over the next term of Council. The *Strategic Action Plan 2015-2018* was developed through significant consultation with stakeholders including residents, businesses, community partners and staff.

Over several months, meaningful discussions were held with stakeholders to obtain feedback on key issues and to identify priorities. Feedback was received through a number of consultation opportunities including the Region's innovative Citizens' Reference Panel consisting of 36 individuals randomly selected through a civic lottery process, a community leaders forum, a public community roundtable event, an online feedback form, and a telephone survey.



By working together we have developed a plan that reflects the needs of the community by setting out priority areas that matter most to the people who live and work in Halton.



Highlights of the Strategic Action Plan 2015 - 2018

Through the consultation process, sixteen priorities have been identified for this term of council. The priorities are organized into six priority areas. The plan also identifies specific actions to be undertaken over the term to address each priority. Measures and outcomes have also been identified so that progress and achievements can be tracked and reported.

The six priority areas for the 2015-2018 Action Plan are:



Planning healthy complete communities focuses on planning for complete, active, healthy communities served by high-quality infrastructure.



Growing the Regional economy focuses on what is needed to support and sustain a strong regional economy and agricultural sector.



Connecting people and services focuses on ensuring all residents have easy access to the services they require.



Governing for the future focuses on ensuring the Region continues to maintain a strong financial foundation.



Adapting to climate change focuses on ensuring Halton Region is prepared to respond to weather related events and other emergencies.



Protecting the natural environment focuses on protecting and enhancing Halton's natural environment and reducing our ecological footprint.

Halton Region Services

- Economic Development
- Emergency Planning
- Halton Region Museum
- Regional Planning and Growth Management
- Waste Collection, Disposal, Organics and Recycling
- Regional Roads, Bridges and Transportation
- Sewage (Wastewater) Collection Systems and Treatment Plants
- Water Purification Plants and Distribution Systems
- Assisted Housing
- Children's Services
- Ontario Works (Social Services)
- Services for Seniors including Long-Term Care Homes
- Paramedic Services
- Public Health Programs and Services
- Police Services



Strategic Priorities

 <p>Planning Healthy, Complete Communities</p>	<ul style="list-style-type: none">• Improve the Region's transportation network• Advance Halton's distinct approach to manage responsible growth• Develop policies and deliver infrastructure to support growth in the existing urban areas
 <p>Growing the Regional Economy</p>	<ul style="list-style-type: none">• Support the development and redevelopment of employment areas in the Region as key drivers of the Halton economy• Promote Halton Region to attract new businesses and visitors• Support the economic sustainability of our agriculture sector
 <p>Connecting People and Services</p>	<ul style="list-style-type: none">• Deliver new affordable and assisted housing opportunities• Support the health and well-being of all Halton residents• Deliver integrated client-centered human services
 <p>Governing for the Future</p>	<ul style="list-style-type: none">• Maintain the Region's strong long-term financial position• Maintain Regional assets and infrastructure in a state of good repair• Promote a culture of public accountability, transparency and engagement
 <p>Adapting to Climate Change</p>	<ul style="list-style-type: none">• Increase resiliency of Regional programs and infrastructure• Prepare to respond to critical events and emergencies impacting Halton residents
 <p>Protecting the Natural Environment</p>	<ul style="list-style-type: none">• Protect and enhance the Region's natural environment• Promote environmental sustainability in the delivery of Regional services

Key Measures & Outcomes

- \$480 million investment in the Regional roads capital program
- Number of kilometers of new active transportation infrastructure on Regional roads (cycling, walking, transit)
- Five year review of Regional Official Plan
- 40% intensification target achieved

- 2,700 gross acres of new serviced employment areas available
- 3.6 million sq. ft. of new non-residential total floor area
- Streamlined development approval process for non-residential development
- Number of hectares of farmland under active cultivation maintained

- 30% affordable housing in new developments
- 360 new assisted housing opportunities
- 'One-window' access for human services implemented

- AAA credit rating
- Annual tax rate increase at or below the rate of inflation
- "Good" condition rating for Regional infrastructure maintained
- 90% of residents satisfied with Regional services

- Wastewater infrastructure optimized
- Four public emergency response centres commissioned
- Peak volume call capacity of 311 increased

- 50% of the Region maintained in Natural Heritage System
- 62% waste diversion rate
- 5% reduction in greenhouse gases related to Regional services



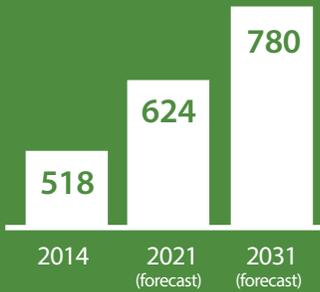
Planning Healthy, Complete Communities

The Province has mandated that Halton Region plan to grow to 780,000 people by 2031. Planning for this growth to create complete, active, healthy communities served by high-quality infrastructure, including a comprehensive transportation system, is a high priority for Halton Region. Halton’s distinct approach to planning and funding growth and commitment to support intensification in identified areas are keys to Halton’s long-term success.

Priorities	Measures & Outcomes
<p>Improve the Region’s transportation network</p>	<ul style="list-style-type: none"> • \$480 million invested in the Regional roads capital program • Number of kilometers of new active transportation infrastructure on Regional roads (walking, cycling, transit) • Number of additional new road lane kilometers
<p>Advance Halton’s distinct approach to manage responsible growth</p>	<ul style="list-style-type: none"> • Infrastructure in 2012 Allocation program delivered • Five year review of Regional Official Plan • 2016/2017 Allocation program
<p>Develop policies and deliver infrastructure to support growth in the existing urban areas</p>	<ul style="list-style-type: none"> • 40% intensification target achieved • Infrastructure identified for priority growth areas and mobility hubs delivered



POPULATION GROWTH (thousands)



Actions

Improve the Region's transportation network

- Deliver an integrated transportation network in the Region that supports walking, cycling, transit, passenger vehicles and goods movement
- Deliver capital projects identified in the Transportation Master Plan
- Improve coordination with Local Municipalities to ensure construction related traffic disruptions are minimized, and residents are well informed
- Identify transit priorities with Metrolinx and Local Municipalities required to achieve the modal split (passenger vehicle vs. other modes of transportation) target in the Regional Official Plan and improve transit service and ridership Region wide
- Update of Regional arterial road network in partnership with Local Municipalities
- Work with the Province to develop a strategy for new and re-designed highways and highway interchanges throughout Halton to support growth and economic development
- Enhance safety measures on Regional roads

- Develop an Active Transportation Plan for Halton to identify infrastructure required to facilitate walking, cycling, and transit throughout the Region

Advance Halton's distinct approach to manage responsible growth

- Ensure the timing of development is coordinated with financing and delivery of related infrastructure through allocation programs
- Advocate for the development of a joint infrastructure plan with the Province and Local Municipalities to identify all infrastructure required to support planned growth
- Review and provide input on Provincial planning processes including the Green Belt Plan, Places to Grow and Niagara Escarpment Plan
- Undertake the five-year review of the Regional Official Plan, including population allocation to 2041 based on established principles and infrastructure master plans
- 2016/2017 Allocation Program developed in consultation with the development industry

Develop policies and deliver infrastructure to support growth in the existing urban areas

- Increase awareness in the community of the rationale and potential benefits for growth including intensification
- Deliver infrastructure requirements and implement strategies to achieve targeted intensification particularly in identified growth areas and mobility hubs
- Identify and update policies to facilitate the development and redevelopment of intensification areas identified by Local Municipalities and urban growth centres



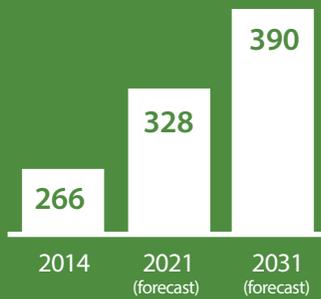
Growing the Regional Economy

A strong regional economy is essential to supporting high standards of living and quality public services. Ensuring the Region's employment lands are serviced and ready for investment or redevelopment is a high priority. Supporting the success of the Region's agricultural sector is important to the economy and long-term food security.

Priorities	Measures & Outcomes
Support the development and redevelopment of employment areas in the Region as key drivers of the Halton economy	<ul style="list-style-type: none">• Servicing plans completed for key employment areas• 2,700 gross acres of new serviced employment areas available• Streamlined development approval process for non-residential development
Promote Halton Region to attract new businesses and visitors	<ul style="list-style-type: none">• 16 new businesses attracted to Halton each year• 3.6 million sq. ft. of new non-residential total floor area
Support the economic sustainability of our agriculture sector	<ul style="list-style-type: none">• Number of hectares of farmland under active cultivation maintained• Rural/Agriculture Strategy completed• Annual Agricultural Forum held



EMPLOYMENT (thousands)



Actions

Support the development and redevelopment of employment areas in the Region as key drivers of the Halton economy

- Ensure employment lands are ready for investment by undertaking area service planning to expedite the development of employment lands
- Review policies within the Development Charges By-law to give support to the Region's economic development objectives
- Identify and update policies to facilitate the development and redevelopment of employment lands particularly in the built up areas
- Invest in infrastructure to ensure timely delivery of all priority employment lands as identified in conjunction with Local Municipalities
- Streamline the development approval process for industrial/commercial development in partnership with Local Municipalities and undertake focused communications with business owners and industrial/commercial, institutional stakeholders to build better understanding of the approval process and improved outcomes

Promote Halton Region to attract new businesses and visitors

- Promote Halton as one of the best locations in Canada for business investment
- Provide programs to support Halton business success in the global marketplace
- Transform the Halton Region Museum into a Heritage Resource Centre in collaboration with local heritage organizations to promote Halton's heritage and enhance the visitor experience
- Promote the tourism experience in Halton by highlighting agri-tourism, sports tourism, the escarpment and the waterfront

Support the economic sustainability of our agriculture sector

- Promote provincial grants for investment in agriculture
- Review and enhance policies to support agriculture
- Build awareness of the agricultural sector through the Annual Agricultural Forum

- Promote agriculture through participation on the GTA Agricultural Action Committee and the Golden Horseshoe Food and Farming Alliance
- Streamline processes associated with agriculture development
- Provide support for agriculture including promotion of the connection between the agricultural system and food distribution system
- Adopt and implement a Rural/Agricultural Strategy
- Develop a communications plan on the benefits of local food and agriculture and expand the Simply Local Program



Connecting People and Services

The Region provides a wide range of important services to Halton residents. Ensuring all residents have easy access to the services they require is a high priority. It is essential that Halton’s programs continue to respond to the changing demographics and diversity of Halton residents and that the non-profit sector be engaged to expand services available particularly to Halton’s vulnerable population.

Priorities	Measures & Outcomes
Deliver new affordable and assisted housing opportunities	<ul style="list-style-type: none"> • 30% affordable housing in new developments • 360 new assisted housing opportunities • \$2 million invested to increase capacity to prevent and address homelessness
Support the health and well-being of all Halton Residents	<ul style="list-style-type: none"> • Response time targets for Paramedic Services achieved annually • Community Investment Fund increased • 140 new licensed child care spaces • Halton Region Older Adult Plan implemented • Immunization rates among school age children in Halton increased • 100% compliance rating for all drinking water facilities
Deliver integrated client-centered human services	<ul style="list-style-type: none"> • ‘One-window’ access for human services implemented • Coordinated responses to high risk situations across Halton increased from 70-300 annually



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INCREASE IN
AFFORDABLE/ASSISTED
HOUSING UNITS
2008 - 2018



Actions

Deliver new affordable and assisted housing opportunities

- Deliver affordable rental and low-income ownership housing solutions
- Increase the number of assisted housing units available in partnership with Federal and Provincial Governments, non-profit and the private sector
- Enhance Halton's capacity to prevent and address homelessness

Support the health and well-being of all Halton residents

- Increase investment to the Community Investment Fund to support the non-profit sector
- Promote good mental health in the community
- Advocate for better access to mental health services
- Increase the number of licensed child care spaces, including special needs spaces, and promote the benefit of licensed child care to Halton parents
- Promote the high quality of Halton's drinking water

- Promote public health priorities with a focus on childhood obesity, active living, substance use, injury prevention and the protection of air quality
- Advocate in partnership with other Paramedic Services to the Province in order to improve the operations of the Communications Centre to improve Paramedic response times
- Work with local hospitals, Local Health Integration Networks and the Province to reduce delays at the hospital emergency wards which reduces availability of Paramedics for community response
- Finalize and implement the Paramedic Master Plan
- Improve access to sufficient, safe and nutritious food in partnership with Halton's non-profit and community organizations
- Provide equitable services for all residents by updating program plans to reflect the impacts of growth and the Region's changing demographics
- Review the scope and operations of the Region's Long-Term Care Homes

Deliver integrated client-centered human services

- Develop a 'one-window' approach where residents can navigate the Region's human services available using multiple channels (online, in-person, by phone)
- Implement coordinated case management for the Region's human services to ensure simplified access to multiple services
- Improve coordination and collaboration with community partners to support integrated service delivery
- Expand connections to other governments and partners through 311 and halton.ca
- Improve the accessibility of services including streamlining eligibility criteria
- Implement a coordinated approach to respond to high-risk individuals and families in partnership with Halton Regional Police Services



Governing for the Future

Halton’s future success is dependent on its strong financial foundation and its commitment to invest in the state of good repair of Regional infrastructure and assets. Ensuring Halton Region is accountable and transparent and that residents are well informed and engaged is a high priority.

Priorities	Measures & Outcomes
Maintain the Region’s strong long-term financial position	<ul style="list-style-type: none"> • AAA credit rating • Annual tax rate at or below the rate of inflation • Government Finance Officers Association (GFOA) Awards for Budget and Financial Reporting achieved • Updated Development Charge By-law and Financing Plan completed
Maintain Regional assets and infrastructure in a state of good repair	<ul style="list-style-type: none"> • Asset Management Plan completed • “Good” condition rating for Regional infrastructure maintained
Promote a culture of public accountability, transparency, and engagement	<ul style="list-style-type: none"> • 90% of residents satisfied with Regional services • 90% of residents satisfied with 311 services • Web accessibility standards maintained • Availability of online services increased



AAA

Credit rating



Actions

Maintain the Region's strong long-term financial position

- Maintain AAA credit rating by adhering to the Region's financial management principals, policies and practices including debt management and multi-year budgeting
- Ensure tax rate increases for Regional services are maintained at or below the rate of inflation
- Enhance service based budgeting and risk management processes to support decision making
- Advocate for changes to the Provincial Development Charges legislation to ensure full recovery of growth related capital costs from development
- Advocate for Provincial and Federal funding of Health and Social Services programs to keep pace with growth in the community
- Advocate for Federal and Provincial infrastructure funding required to support growth including housing, transportation, water and wastewater
- Update the Development Charges By-law and Development Financing Plan to ensure growth pays for growth in the areas in which development occurs

- Ensure water and wastewater rate structure meets objectives of fairness and promotes water conservation
- Work with Municipal Property Assessment Corporation (MPAC) to ensure the assessment base is accurate and complete and maintain a tax policy strategy that ensures fairness, competitiveness and affordability

Maintain Regional assets and infrastructure in a state of good repair

- Maintain a state of good repair for all Regional assets, infrastructure and facilities by developing a comprehensive Asset Management Plan
- Provide and optimize existing facilities for Police, Paramedic and Regional services to support growth in service requirements
- Examine the use and opportunities for Regionally owned properties, including the Ontario Street property

Promote a culture of public accountability, transparency, and engagement

- Advocate to the Province to clarify/strengthen accountability for Police and Conservation Authorities
- Improve processes for public input and consultation
- Leverage Federation of Canadian Municipalities and Association of Municipalities of Ontario to develop an advocacy strategy to support future requirements of Halton
- Create opportunities for residents to provide feedback on their customer service experience and use this input for continuous improvement
- Review Regional representation in accordance with local municipal preferences
- Develop open data standards to increase the availability of Regional information
- Promote 311 and **halton.ca** to all residents
- Enhance the information, services, usability and functionality on **halton.ca** and Halton social media channels



Adapting to Climate Change

The increasing frequency of severe weather events caused by climate change is a reality that is impacting Halton residents. Ensuring Halton Region is prepared to respond to weather related events and other emergencies is a high priority for the Region. The Region is committed to ensuring its infrastructure and services are resilient and that risks associated with severe weather events are mitigated where possible.

Priorities

Increase resiliency of Regional programs and infrastructure

Prepare to respond to critical events and emergencies impacting Halton residents

Measures & Outcomes

- Flood Mitigation Study completed
- Wastewater infrastructure optimized

- Annual emergency exercises completed
- Emergency Plan updated and coordinated with Local Municipality Plans
- Four public emergency response centres commissioned
- Peak volume call capacity of 311 increased





Are you prepared?



Actions

Increase resiliency of Regional programs and infrastructure

- Assess severe weather event risks to Regional infrastructure, facilities and assets and mitigate risk where possible
- Undertake a Flood Mitigation Study to identify opportunities to mitigate risk of basement flooding resulting from weather events
- Advocate to the Federal and Provincial Governments to establish a centre of excellence to support and fund Municipalities assessment and adaptation to climate change and green energy initiatives

Prepare to respond to critical events and emergencies impacting Halton residents

- Develop and conduct emergency exercises to better prepare for severe weather events
- Increase awareness of Halton residents of the risks associated with climate change and severe weather events and promote being prepared for these events

- Advocate to the Province for improvements to the ODRAP (Ontario Disaster Relief Assistance Program) to ensure prompt response to the needs of communities impacted by severe weather events and other disasters
- Enhance communications protocols during and prior to emergencies and critical incidents to ensure the public is kept informed and updated
- Expand response capacity of the 311 call centre and the on-call key services response capabilities
- Establish and equip a public response centre in each Local Municipality, and communicate and raise awareness of the response centre's function and services available
- Update Emergency Management protocols and procedures to address severe weather and other emergency events in conjunction with Local Municipalities



Protecting the Natural Environment

Fifty per cent of Halton Region is protected in the Regional Official Plan as part of the Natural Heritage System. The commitment to protecting and enhancing Halton's natural environment is a high priority for the future. The Region is committed to minimizing the impact of its policies and services on the environment.

Priorities	Measures & Outcomes
Protect and enhance the Region's natural environment	<ul style="list-style-type: none"> • 50% of Region maintained in Natural Heritage System • 99.5% of wastewater received full treatment prior to discharge • Updated Aquifer Management Plans
Promote environmental sustainability in the delivery of Regional Services	<ul style="list-style-type: none"> • 62% waste diversion rate • 5% reduction in greenhouse gases related to Regional services

Actions

Protect and enhance the Region's natural environment

- Assess the health of the natural heritage system and perform restoration and remediation as required
- Develop new programs, and strengthen existing programs, to support property owners' commitment to preservation and stewardship of the natural heritage system
- Advocate to the Province for a policy framework that attains the long-term preservation of the Region's natural environment and agricultural areas by growing the Greenbelt in Halton particularly in the urban context
- Finalize and implement the Master Plan for the Burlington Waterfront Park

- Implement the Waterfront Master Plans for Bronte and Burloak
- Implement the Regional Biodiversity Strategy for Regional Forests
- Undertake comprehensive modeling of Halton surface and ground water resources to support long-term protection
- Revise the Greenland Securement program to better protect and enhance the natural heritage system
- Increase the Region's waste diversion rate in order to extend the life of the Waste Management Site and generate long-term savings
- Implement Source Water Protection Plans and update the Aquifer Management Plan

Promote environmental sustainability in the delivery of Regional Services

- Invest in green initiatives to reduce the Region's carbon footprint
- Investigate alternate energy technologies to reduce Regional Energy costs and further reduce greenhouse gas emissions



Integrating the Plan

With each new term, Halton Regional Council develops a plan to reflect Council's priorities to ensure a focus on services that are important to Halton residents. This process intends to:

- actively engage Halton's residents and stakeholders in providing input and direction;
- ensure a strong alignment between Council's key priorities and the Region's Budget and Business Plan, and;
- ensure that progress in achieving Council's priorities is monitored and reported.



Approval of the new initiatives identified in the *Strategic Action Plan* will occur through the annual budget process or report to Council. There may also be updates, particularly to measures and outcomes, through program strategies and plans.

The *Strategic Action Plan* establishes priorities and provides the basis for strengthening existing relationships with Local Municipalities, community partners, and the Provincial and Federal Governments to deal with current and emerging issues that are growing in complexity and require collaborative solutions.

The Halton Region *Strategic Action Plan 2015-2018* focuses the Region on what matters most to its residents and will ensure that the Region continues to be a great place to live.



Monitoring the Plan Going Forward

The *Strategic Action Plan* is a cornerstone of the Region's commitment to public accountability, transparency and engagement. The Region will use a comprehensive ongoing monitoring process that will track both the actions undertaken and the measures and outcomes of the plan.

In keeping with the Region's commitment to accountability, progress on the priorities and actions will be reviewed and reported to Regional Council on an annual basis. In addition, the outcomes and measures will be updated annually to reflect developments in program strategies and plans to ensure progress is made toward achieving Council's priorities.



halton.ca
☎ 311



Halton Region

905-825-6000 or 1-866-442-5866

1151 Bronte Road
Oakville, Ontario L6M 3L1

Hours of operation

Monday to Friday
8:30 a.m. - 4:30 p.m.

If you would like to
learn more, please visit

halton.ca/actionplan



halton.ca ☎ 311

