Halton Region

The Regional Municipality of Halton includes the City of Burlington, the Town of Halton Hills, the Town of Milton, and the Town of Oakville. Halton is situated on the northern shore of Lake Ontario and lies within the industrial and commercial heartland of Ontario, Canada.

The Region of Halton is within a 640 km radius of some of the largest population centres and markets in North America. Halton’s location within the Greater Toronto Area, as well as its close proximity to the United States, translates into expanded business and professional employment opportunities for Halton residents.

Halton Region’s infrastructure includes an integrated transportation network of roads and bridges, storm water management, water purification and distribution, wastewater (sewage) collection and treatment, waste management (garbage) collection, disposal and recycling, emergency medical services (ambulance), public health services, services for vulnerable residents (social housing, long-term care for seniors and child care facilities and subsidies) and administration facilities for police and other service departments.
Major services provided or funded by Halton Region include:

**Halton Region**
- Economic Development
- Children’s Services
- Emergency Medical Services (Ambulance)
- Emergency Planning
- Garbage Collection, Disposal, Organics and Recycling
- Halton Region Museum
- Public Housing
- Non-Profit Housing
- Ontario Works (Social Assistance)
- Ontario Disability Support Program
- Police Services
- Public Health Programs and Services
- Regional Planning and Growth Management
- Regional Roads, Bridges and Transportation
- Services for Seniors including Long Term Care facilities
- Sewage (Wastewater) Collection systems and Treatment Plants
- Water Purification Plants and Distribution systems

**Boards, Agencies and Other (funding)**
- Conservation Authorities
- Municipal Property Assessment Corporation
- GO Transit
- Royal Botanical Gardens
Recent Awards

Halton Region is a proven leader in financial planning. In addition to consistently attaining the highest possible credit rating, the Region has been recognized for exemplary budget preparation, receiving:

- **Distinguished Budget Presentation Award**
  2012 Budget and Business Plan
  *The Government Finance Officers’ Association of the United States and Canada (GFOA)*

Halton Region also has received recognition for its innovative initiatives, such as:

- **Safest Regional Municipality in Canada**
  *Maclean’s Magazine*

- **Award of Excellence**
  Climate Change Champions video series - People Power: Active Transportation with Halton Region
  *Awards for Publication Excellence*

- **Don Rennie Memorial Award for Excellence in Government Communications**
  Citizens’ Priorities Action Plan
  *Canadian Public Relations Society*

- **Gold Award Waste Minimization for Municipal Diversion (combined)**
  Diversion (overall programs), Communications (social media program), Unique Program (hot beverage paper cup pilot)
  *Recycling Council of Ontario*

- **Gold Quill, Award of Excellence**
  A Farewell to Featherwagons
  *International Association of Business Communications (Toronto)*
Community Profile

- **Marketing Award, Physician Recruitment**
  Physician Recruitment Marketing and Promotion Strategy, 2011
  *Economic Developers Council of Ontario*

- **Management Innovation Award**
  Sustainable Halton Water and Wastewater Master Plan Project
  *Ontario Public Works Association*

- **Marlene Longdon Award for Excellence in Community Mental Health Service**
  Kim Wenger, Mental Health Clinician, North Halton Mental Health Clinic

- **Ovation Award of Merit, Social Responsibility**
  A Farewell to Featherwagons
  *International Association of Business Communications (Toronto)*

- **Ovation Award of Merit, Special Events**
  Docs on Ice (Physician Recruitment Marketing and Promotion Strategy, 2011)
  *International Association of Business Communications (Toronto)*

- **Pinnacle Award of Merit, Government Relations**
  Innovation in Strategic Planning – Citizens’ Priorities Action Plan
  *Canadian Public Relations Society (Hamilton)*

- **Pinnacle Award of Merit**
  A Farewell to Featherwagons
  *Canadian Public Relations Society (Hamilton)*

- **Silver Landfill Management Excellence Award**
  Halton Waste Management Site
  *Solid Waste Management Association of North America*
Community Profile

- **Top Municipal Electronics Recycler**
  Halton Waste Management Site
  *Ontario Electronic Stewardship*

- **2012 Award of Excellence in Programs**
  Jeff’s Home: a virtual tour of the escarpment in Halton
  *Ontario Museum Association*

- **2012 Greater Toronto Top Employers**
  Halton Region
  *Mediacorp Canada*

- **Gold Digital Promotion & Education Tool Award**
  HaltonRecycles social media program
  *Municipal Waste Association*

- **Gold Newsletter Award**
  Spring 2012 issue of WasteLess News
  *Municipal Waste Association*

- **Bronze Brochure, Pamphlet, Booklet Award**
  "Rethinking Our Waste" 2012-2016 Solid Waste Management Strategy booklet
  *Municipal Waste Association*

Such acknowledgements reflect the prudent and responsible direction and management provided by Halton Regional Council and staff.
Regional Council

Halton Regional Council consists of 21 members:

- The Regional Chair
- The Mayor of each Local Municipality
- Six members of Council from the City of Burlington
- Six members of Council from the Town of Oakville
- Two members of Council from the Town of Halton Hills, and
- Two members of Council from the Town of Milton.

The Regional Chair is the head of Regional Council and the Chief Executive Officer of the Corporation. Halton residents elect Mayors, Regional Councillors and the Regional Chair every four years. Regional Council is guided by the Halton Region Strategic Plan which is developed by Council in every new term. The Strategic Plan sets the vision and priorities for Council’s term of office and informs the budget process.

To help strengthen the decision-making process the Region has a Standing Committee system. The Standing Committees’ work is accomplished in a relatively informal setting with smaller groups of elected officials. The Chief Administrative Officer and senior staff attend these meetings, to give advice to the committee members and to respond to questions. The Standing Committees make recommendations for Regional Council’s consideration.

There are three Standing Committees of Council:

- Health and Social Services Committee
- Planning and Public Works Committee
- Administration and Finance Committee

Council and Committee meeting protocol is governed by Halton’s Procedural By-Law. Committee and Council meetings are open to the public. An agenda is prepared for each Council and Committee meeting and is available in hard copy or on the Region’s website at www.halton.ca. Members of the public, who wish to make presentations to Council or its Standing Committees on their own behalf or on behalf of companies/organizations, are called delegations. Delegations are encouraged to bring their concerns to the
appropriate Standing Committee. This process allows Committee members to weigh all arguments before making a recommendation to Regional Council.

Public Consultation

To better inform and engage Halton citizens on Regional projects, policy development, programs and services that affect them, Halton Region is committed to consulting the public in a manner that reflects the following guiding principles:

- Value & Encourage Public Involvement
- Share Information and Educate
- Early Involvement
- Timeliness
- Openness / Two-way Communication
- Accessibility / Diversity / Inclusiveness
- Mutual Respect / Objectivity
- Efficiency / Effectiveness
- Privacy
- Clarity
- Responsiveness / Feedback
- Partnership / Responsibility
- Skills / Resources
- Evaluation / Closure
- Transparency
- Accountability

Halton Region adopted these 16 guiding principles for public consultation to guide Regional staff and residents planning or participating in a public meeting. Regional Councillors are notified of consultation activities that may be of potential interest to their constituents.
The following are the members of Council for 2010-2014:

**Chair** – Gary Carr

**CITY OF BURLINGTON**
**Mayor** – Rick Goldring

**Regional Councillors:**
Ward 1 – Rick Craven
Ward 2 – Marianne Meed Ward
Ward 3 – John Taylor
Ward 4 – Jack Dennison
Ward 5 – Paul Sharman
Ward 6 – Blair Lancaster

**TOWN OF HALTON HILLS**
**Mayor** – Rick Bonnette

**Regional Councillors:**
Wards 1&2 – Clark Somerville
Wards 3&4 – Jane Fogal

**TOWN OF MILTON**
**Mayor** – Gord Krantz

**Regional Councillors:**
Wards 1, 6, 7, 8 – Tony Lambert
Wards 2, 3, 4, 5 – Colin Best

**TOWN OF OAKVILLE**
**Mayor** – Rob Burton

**Regional Councillors:**
Ward 1 – Alan Johnston
Ward 2 – Cathy Duddeck
Ward 3 – Keith Bird
Ward 4 – Allan Elgar
Ward 5 – Jeff Knoll
Ward 6 – Tom Adams
Community Profile

2013 Budget & Business Plan

[Map of 2010 Wards]
The Citizens’ Priorities:

Halton Region’s 2011-2014 Action Plan

On June 22, 2011 Regional Council approved *The Citizens’ Priorities - Halton Region’s 2011-2014 Action Plan*. Each new term, Halton Regional Council develops a plan to reflect Council’s priorities and focus on what services are important to Halton residents. This Action Plan is fundamentally different from other plans that Halton has developed in the past because of how closely Halton worked with residents at the beginning of the development process. Engaging with Halton residents in new and innovative ways was critical in developing the Action Plan. The Priority Areas, Key Initiatives and Key Actions identified in the plan reflect what Halton’s citizens and stakeholders said were important to them through a diverse range of public engagement and consultation opportunities. An innovative, multi-faceted approach to obtaining citizens’ input was implemented in developing the plan for Regional Council’s 2011-2014 term of office.

The Region sought input through a quantitative telephone survey, focus groups, canvassing Regional Councillors, an on-line survey and Halton Region’s first citizens’ reference panel and public roundtable meeting. The draft Action Plan that emerged from this input was the subject of a web-cast Special Meeting of Council where Regional Councillors discussed the draft Action Plan, requested changes and approved a 30 day on-line comment period to receive additional public feedback the draft Action Plan. The Action Plan was approved by Regional Council on June 22, 2011.

The priorities in the Action Plan feed into Halton’s departmental program plans and are aligned and integrated into the 2013 Budget and Business Plan. Each of the Priorities in the Action Plan includes a list of Key Initiatives to be achieved over the four year term of Council and each Key Initiative has annual Key Actions to be achieved toward the progress of the Priorities. These annual Key Actions provide a framework for decisions that need to be made relating to how the Region delivers important programs and services and sets the Region’s budget. In each of the Divisional Overviews within the 2013 Budget and Business Plan, the 2013 annual Key Actions have been identified based on a review of progress achieved on the 2012 Key Actions from the Action Plan and an assessment by the program areas as to what can be achieved in 2013.

To ensure transparency and delivery on the Priorities established in the Action Plan, an annual report card will be provided to our citizens so they can see the outcomes. By the end of four years, there will be a complete record and legacy of what has been achieved in Council’s term of office.
History

**Halton County**
Halton County was named in 1816 for William Halton, secretary to Francis Gore who served intermittently as Lieutenant Governor of Upper Canada from 1806 to 1816. In 1853, Halton became a separate county with its own governing council headed by a warden, and comprised of Nelson, Trafalgar, Esquesing, and Nassagaweya Townships. Milton was chosen as County Seat. Lots for incoming settlers were divided using Dundas Street (Regional Road 5) as a base line. Lots south of Dundas Street were given to United Empire Loyalists as rewards for service. Chief Joseph Brant was awarded 3,000 acres for his service. North Halton was settled quickly by immigrants from Britain, Scotland and Ireland.

**Halton Moves into the Twentieth Century**
By the beginning of the 20th century, Halton’s development had become tied to the growth of the “Golden Horseshoe” industrial belt around the western end of Lake Ontario. In the early 1900’s, a ready labour pool and access to rail transportation attracted many new industries to Halton. The most famous industry was the P.L. Robertson Company, maker of the square-slotted Robertson screw, which became one of Milton’s largest employers. Halton farmers turned from wheat to dairy farming and fruit growing in response to the growing demand for agricultural products in nearby urban centres. By 1951, Halton and Peel Counties ranked among the largest fruit producers in Ontario. After World War II, Halton entered into a period of prosperity and rapid growth. From 1951 to 1971, Halton’s population grew by 400 per cent as job opportunities and cheaper “country” living attracted residents. The construction of the Oakville Ford Plant in 1952 created 5,000 jobs and was a major industrial push for Halton. By 1961, less than 15 per cent of Halton residents were still farming. As farmland was sold for suburban development, planning became a critical factor in the urbanization of formerly rural areas.

**Evolution of Regional Government in Halton**
Towards the end of the 1960’s, government reforms, designed to produce streamlined, efficient administrative structures, and to address servicing problems for a growing population, were introduced in Ontario. In 1974, Halton County was reorganized into the Regional Municipality of Halton with four restructured municipalities (Burlington, Halton Hills, Milton and Oakville).
## Community Profile

### Corporate and Community Profile

<table>
<thead>
<tr>
<th>Date of Incorporation</th>
<th>1974</th>
</tr>
</thead>
</table>
| **Population**        | 505,678* (2012 estimate)  
624,094* (2021 projection)  
752,537* (2031 projection) |
| **Employment**        | 258,444* (2012 estimate)  
327,683* (2021 projection)  
390,000* (2031 projection) |
| **Labour Force**      | 310,906 (Financial Post Markets – Canadian Demographics 2012) |
| **Area**              | Halton covers over 232,000 acres of land (967.0 square kilometres), including a 25-km frontage onto Lake Ontario. |
| **Form of Government**| Regional government, including 20 elected Councillors and the Regional Chair, representing citizens of the four Local Municipalities: the City of Burlington, the Town of Halton Hills, the Town of Milton and the Town of Oakville. |

### Budget 2012

- Total gross operating expenditures of approximately $732 million.
- Funding sources include property taxes $341 million, water and wastewater rates $147 million, subsidies and other revenues $245 million.

### Next Municipal Election

- October 27, 2014.
- Municipal elections are held every four years.

### Estimated Eligible Voters

- 330,823 (On voter’s list in Halton as of November 2010).

### Average Family Income

- Average Household Income – 2012 Estimates
  - Oakville – $151,893
  - Milton – $117,840
  - Halton Hills – $124,529
  - Burlington – $115,078
  (Financial Post Markets – Canadian Demographics 2012)
<table>
<thead>
<tr>
<th>Community Profile</th>
<th>2013 Budget &amp; Business Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Average Retail Sales per Household</strong></td>
<td><em>Best Planning Estimates, 2011</em></td>
</tr>
<tr>
<td>$35,693 (Financial Post Markets – Canadian Demographics, 2012)</td>
<td></td>
</tr>
</tbody>
</table>
Halton Region’s Five Largest Private Sector Employers (2011)

<table>
<thead>
<tr>
<th>Company</th>
<th>Number of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ford Motor Company of Canada, Oakville</td>
<td>3,192</td>
</tr>
<tr>
<td>Fearmans Pork Inc., Burlington</td>
<td>1,100</td>
</tr>
<tr>
<td>Cogeco Cable, Burlington</td>
<td>1,050</td>
</tr>
<tr>
<td>Goodrich Landing Gear Services, Oakville and Burlington</td>
<td>868</td>
</tr>
<tr>
<td>Karmax Heavy Stamping, Milton</td>
<td>800</td>
</tr>
</tbody>
</table>

(Source: Halton Region Economic Development)

Halton Region – Number of Enterprises* (Dec. 2011)

<table>
<thead>
<tr>
<th>Employee Size Range</th>
<th>Number of Enterprises</th>
<th>Percent of Total Enterprises</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-9</td>
<td>34,204</td>
<td>90%</td>
</tr>
<tr>
<td>10-99</td>
<td>3,545</td>
<td>9%</td>
</tr>
<tr>
<td>100+</td>
<td>360</td>
<td>1%</td>
</tr>
<tr>
<td>Total</td>
<td>38,109</td>
<td>100%</td>
</tr>
</tbody>
</table>

(Source: Statistics Canada, Canadian Business Patterns)

* Enterprises – Figures include only those enterprises that had a minimum of $30,000 in annual sales revenue, or are incorporated under a federal or provincial act and have filed a corporate income tax form within the past three years.
## Community Profile

### Dwelling Structure Types (2012 Estimates)

<table>
<thead>
<tr>
<th></th>
<th>Burlington</th>
<th>Halton Hills</th>
<th>Milton</th>
<th>Oakville</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single – Detached House</td>
<td>40,018</td>
<td>17,103</td>
<td>17,679</td>
<td>44,555</td>
</tr>
<tr>
<td>Semi-Detached House</td>
<td>2,920</td>
<td>1,017</td>
<td>2,818</td>
<td>3,030</td>
</tr>
<tr>
<td>Row Houses</td>
<td>13,861</td>
<td>1,664</td>
<td>4,083</td>
<td>10,148</td>
</tr>
<tr>
<td>Apartment</td>
<td>17,633</td>
<td>3,068</td>
<td>2,522</td>
<td>12,584</td>
</tr>
<tr>
<td>Other</td>
<td>86</td>
<td>118</td>
<td>60</td>
<td>62</td>
</tr>
<tr>
<td><strong>Total Occupied Private Dwellings</strong></td>
<td><strong>74,518</strong></td>
<td><strong>22,970</strong></td>
<td><strong>27,162</strong></td>
<td><strong>70,379</strong></td>
</tr>
</tbody>
</table>

(Source: Financial Post Markets – Canadian Demographics 2012)

### Population Counts

<table>
<thead>
<tr>
<th>Population Counts</th>
<th>Halton Region</th>
<th>Burlington</th>
<th>Halton Hills</th>
<th>Milton</th>
<th>Oakville</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>501,669</td>
<td>175,779</td>
<td>59,008</td>
<td>84,362</td>
<td>182,520</td>
</tr>
<tr>
<td>2006</td>
<td>439,256</td>
<td>164,415</td>
<td>55,289</td>
<td>53,939</td>
<td>165,613</td>
</tr>
<tr>
<td>2001</td>
<td>375,229</td>
<td>150,836</td>
<td>48,184</td>
<td>31,471</td>
<td>144,738</td>
</tr>
<tr>
<td>1996</td>
<td>339,875</td>
<td>136,976</td>
<td>42,390</td>
<td>32,104</td>
<td>128,405</td>
</tr>
</tbody>
</table>

| Population Percentage Change, 1996-2011 | 48% | 28% | 39% | 163% | 42% |

Halton Region Official Plan

The **Halton Region Official Plan** is a legal document under the *Planning Act* containing land use goals, objectives and policies to manage and direct physical changes and the effects of those changes on the social, economic and natural environment of the Region.

The Plan outlines a long-term vision for Halton’s physical form and community character. Halton’s planning vision is founded on the notion of *sustainable development*, which requires that planning decisions be made based on a proper balance of:

- Protecting the system of the natural environment
- Enhancing economic competitiveness, and
- Fostering healthy, complete communities

The overall goal of the Official Plan is to enhance the quality of life for all people in Halton. The current Official Plan looks to 2021 as the planning horizon.

**Provincial Requirements**

The Regional Official Plan must have regard for Provincial policies, including the Provincial Policy Statement. The *Planning Act* requires that Official Plans be reviewed at least once every five years. The Province approved the Region’s first Official Plan in August 1980.

Halton’s most recent Official Plan update was undertaken as part of the *Sustainable Halton Plan*. In May 2006, Halton Region commenced Halton’s response to the Places To Grow Plan, Greenbelt Plan, and the Provincial Policy Statement 2005 known as the Sustainable Halton plan. Sustainable Halton is premised on protecting what is valuable prior to accommodating population and employment growth. Sustainable Halton is in the Implementation phase, with Council adoption of Official Plan Amendment 38 (ROPA 38) in December 2009. The Plan will accommodate growth to the year 2031, with some fundamental changes including minimum intensification, minimum densities, protection of the natural heritage system, support for a strong agriculture sector and the protection for the quality of life in Halton. ROPA 38 is currently under appeal to the Ontario Municipal Board.
Sustainability at Halton Region

Halton Region continues to move forward on sustainability, moving from the policy front to implementation. Through the Sustainable Halton process sustainability was entrenched in a number of areas, including Regional Official Plan Amendment 38 (ROPA 38) and corporate activities.

In ROPA 38, Halton’s planning vision continues to support the concept of sustainable development. Halton’s four sustainability principles are:

- That natural resources are not being over-used;
- That waste generated does not accumulate over time;
- That the natural environment is not being degraded; and;
- That this and future generations’ capacity to meet their social and economic needs is not being compromised.

ROPA 38 also calls for the development of a sustainability lens, incorporating these principles to guide decision-making so as to ensure decisions are made in a sustainable way, e.g. to ensure buildings are designed and built in a sustainable fashion (LEED standards); water resources are not being over used and water conservation is encouraged; and the natural environment is protected for future generations (for example, through implementation of the Regional Natural Heritage System and the Halton Tree By-law).

The Region continues to implement its five-year Corporate Sustainability Action Plan for corporate facilities and land management, transportation and fleet management, corporate energy, waste management, and green procurement. Annual reports to Council documenting sustainability achievements will be prepared.

The Region’s sustainable planning section continues to work to bring together a shared vision of community and corporate sustainability, the development of the sustainability lens, and to guide the implementation and monitoring of ROPA 38.
Halton Region Administration is comprised of five departments: Health, Social and Community Services, Public Works, Legislative and Planning Services and Corporate Services. Within each Department are Divisions that correspond to the programs delivered in each department. A Director oversees the operation of each division and reports directly to the Commissioner for that department. A Commissioner who reports to Council through the Chief Administrative Officer (CAO) leads each department. The CAO directs and manages the daily administration of the Region and in this capacity ensures the delivery of high quality services in a timely, responsible and cost effective manner. Directors from the Strategic Communications Division, Strategic Policy Unit and Human Resource Services Division report directly to the CAO.