

# Key Initiatives & Key Actions

2013

As part of the Action Plan there are specific, measurable **Key Initiatives** and annual **Key Actions** connected to each of the **Priorities** for the four year term of Regional Council. The Action Plan has been developed to be a living, responsive document. Each year, the Key Initiatives and Key Actions will be reviewed to reflect the progress in achieving them. Regional Council will also use this annual review period to reflect any changes in the economic outlook or changes in Federal or Provincial government policy direction. In this way the Action Plan remains a relevant and realistic working document over the entire four years.

This annual process also facilitates annual reporting in keeping with Regional Council's commitment to being accountable and ensuring transparency. Progress on achieving the Key Initiatives and Key Actions will be reviewed and reported annually to Regional Council and the public.

## Priorities

- Fiscal Responsibility
- Attracting and Retaining Jobs
- Promoting Tourism
- Emergency Preparedness
- Customer Service
- Public Engagement
- Partnerships
- Be an Employer of Choice
- Safe Communities
- Advocacy
- Transportation
- Infrastructure
- Environmental Protection and Conservation of Water
- Waste Management
- Planning Sustainable Communities
- Defining and Preserving Natural Heritage
- Agriculture
- Corporate Sustainability
- Assisting Halton's Low Income Residents
- Affordable and Assisted Housing
- Children and Youth Development
- Seniors
- Protecting Public Health
- Promoting Healthy Living
- Air Quality

# Administration and Finance Priorities

## Key Initiatives

## Key Actions: 2013

### Fiscal Responsibility

Maintain a strong, sustainable financial position including a AAA credit rating while minimizing impacts on taxpayers.

Annual budgets and 10-year forecasts focused on core Regional services requirements and the delivery and maintenance of Regional infrastructure. (CS)

- Prepare annual budget with a tax rate increase at or below the rate of inflation

Continue to enhance the strength of the Region's internal financial controls, the usefulness of financial and management reporting and the efficiency of administrative processes. (CS)

- Prepare annual financial reporting requirements and report publicly
- Undertake Internal Audit Workplan based on risk assessment

An Accommodation Strategy that addresses the long-term administration space requirements. (CS)

- Implement the Long Term Accommodation Strategy

### Measuring Progress

- Percent change in the annual property tax bill for Regional services
- Annual percentage change in the Regional rate operating budget
- AAA credit rating
- Government Finance Officers Association Awards

### Attracting and Retaining Jobs

Information and services to assist in establishing or expanding businesses in Halton.

Provide direction for Halton Region's economic development (LPS)

- Undertake key 2013-2014 actions in support of Attracting and Retaining Jobs - investment attraction and retention as outlined in the Region's approved 2012-2021 Economic Development Strategy - Implementation Plan, including:
  - Develop, in consultation with the Local Municipalities and in conjunction with planned business attraction events an initial lead generation list of expanding based companies in five of the Region's eight target sectors for investment attraction to allow for in-person, electronic and/or print follow-up by the GTMA, Halton and the Local Municipalities
  - Develop messaging regarding Halton's competitive positioning for the corporate and investment influencer audience
  - Investigate opportunities in the Region's tax policy report to Council regarding the competitiveness of the Region's industrial property taxes relative to the average industrial tax ratio contained in the annual BMA municipal study and relative to the current commercial tax ratio in Halton

Key Initiatives	Key Actions: 2013
Support the growth and success of innovative business in the region (LPS)	<input type="checkbox"/> Undertake key 2013-2014 actions in supporting the growth and success of innovative businesses in the Region as outlined in the Region's approved 2012-2021 Economic Development Strategy - Implementation Plan, including: <ul style="list-style-type: none"> <li>• Review best practices in business incubator facilities in Ontario / Canada identifying funding and governance considerations; consult directly with best practices incubator managers for additional insights</li> </ul>
Enhance consultation services offered to prospective and existing small businesses by the Halton Region Small Business Centre (LPS)	<input type="checkbox"/> Undertake key 2013-2014 actions in support of enhancing consultation services offered by the Halton Region Small Business Centre as outlined in the Region's approved 2012-2021 Economic Development Strategy - Implementation Plan, including: <ul style="list-style-type: none"> <li>• Work with local and Regional partners and the Ministry of Economic Development and Innovation to identify a range of options and timeframe for augmenting the Small Business Centre's presence and/or service offerings in north Halton</li> </ul>

<b>Measuring Progress</b>	
<ul style="list-style-type: none"> <li>• Absorption of Employment Lands (net hectares)</li> <li>• Percent of new and small business consultations held within 7 business days of request</li> </ul>	<ul style="list-style-type: none"> <li>• Citizen satisfaction with Regional economic development</li> </ul>

## Promoting Tourism

Work with partners to bring more visitors to Halton.

Collaborate with partners to support Halton-wide initiatives that augment Halton's tourism products and increases overnight stays in the Region. (LPS)	<input type="checkbox"/> Undertake key 2013-2014 actions in support of bringing more visitors to Halton as outlined in the Region's approved 2012-2021 Economic Development Strategy - Implementation Plan
Enhance the profile of the Halton Region Museum as a tourism destination. (LPS)	<input type="checkbox"/> Continue to implement the Museum Master Plan update

<b>Measuring Progress</b>	
<ul style="list-style-type: none"> <li>• Number of page views of the Discovering Halton website</li> <li>• Number of Discovering Halton followers on social media.</li> <li>• Number of overnight stays in Halton</li> <li>• Number of day visits to the Halton Region Museum</li> </ul>	

## Emergency Preparedness

Work with partners to ensure Halton Region is a disaster-resilient community, ready to deal with any potential, imminent or actual emergency.

Test and maintain the Halton Region Community Emergency Plan (LPS)

Conduct a mock emergency exercise

Raise awareness on the need for personal emergency preparedness and provide information to Halton residents on planning for emergencies. (LPS)

Evaluate and update the PEPAAP and the communications plan as required

Public Health Emergency Plan (Health)

Conduct an emergency health exercise in collaboration with corporate partners

### Measuring Progress

- Number of stakeholders educated in emergency preparedness
- Achieve annual Provincial certification of the Halton Region Emergency Management Program.
- Citizen satisfaction with emergency preparedness & education for residents

## Customer Service

Meet the information and customer service needs of Halton Region's clients and residents.

Expand community access to government information (SC)

Evaluate success of 311 online channel

Increased customer satisfaction with Social and Community Services programs (S&CS)

Monitor and report ongoing LEAN continuous improvement initiatives as part of the Total Quality (TQ) Framework  
 Coordinate customer service satisfaction results as part of the Total Quality (TQ) Framework

Compliance with provincial accessibility legislation (LPS)

Continued implementation of accessibility standards across Halton's departments and divisions, as required by Ontario Regulation 191/11 - Integrated Accessibility Standards

### Measuring Progress

- Percent of customers who are overall satisfied with their call centre experience
- Citizen satisfaction with 311 services

## Public Engagement

Halton Region is committed to engaging with residents to ensure we meet the needs of the community.

Promote Halton Region programs and services through non-traditional advertising channels (SC)	<input type="checkbox"/> Roll out advertising strategy Region-wide and evaluate for success in reaching audiences through online and traditional channels
A more interactive web site to facilitate citizen engagement and enhanced customer service (SC)	<input type="checkbox"/> Evaluate usage and satisfaction with online web services
Expand awareness of the scope of regional programs and services available to residents (SC)	<input type="checkbox"/> Measure effectiveness of communications strategy including levels of awareness of regional programs and services and levels of satisfaction with quality of life in Halton
Extend public access to Committee Resources through the use of websites and social media channels (LPS)	<input type="checkbox"/> Evaluate and amend policies as needed based on experience and ongoing developments in technology <input type="checkbox"/> Update Committee resources on website and social media channels as required <input type="checkbox"/> Research neighbouring municipalities to evaluate any related policies/procedures that have been adopted <input type="checkbox"/> Develop a web and social media program for the 2014 municipal election
Develop a framework for innovative public engagement practices (SC)	<input type="checkbox"/> Continue to raise awareness with Regional staff about public engagement innovations and provide supports that encourage use of best practices

### Measuring Progress

- Increase in the number of services that can be accessed on-line.
- Citizen satisfaction with how the Region engages its residents

## Partnerships

Demonstrate transparency and accountability by strengthening collaborative relationships between and among Halton Region, other government levels and government organizations, community agencies and Halton citizens.

Reduce barriers to employment for the newcomer population in partnership with the Halton Multicultural Council (S&CS)	<input type="checkbox"/> Implement 2013 Halton Newcomer Strategy recommendations
Increase the capacity of the not-for-profit sector to provide social services to selected populations (S&CS)	<input type="checkbox"/> Evaluate impact of capacity building activities with the non-profit and voluntary sector <input type="checkbox"/> Implement activities to build capacity of the non-profit and voluntary sector
Ensure effectiveness and accountability in the delivery of programs by Regionally-funded community agencies (S&CS)	<input type="checkbox"/> Incorporate new accountability clauses into 2013 contracts with funded agencies <input type="checkbox"/> Program areas to ensure compliance with accountability clauses in contracts for all funded agencies
Enhance partnerships to strengthen common interests	<input type="checkbox"/> Report significant outcomes arising from Halton's partnerships

### Measuring Progress

- Achievements arising from partnerships and advocacy efforts.

## Be an Employer of Choice

A workplace that attracts, retains and engages the best that the workforce has to offer.

Attract and retain high quality staff in an increasingly competitive job market (HR)	<input type="checkbox"/> Expand the use of electronic recruitment tools such as Social Networking <input type="checkbox"/> Establish an Employer Brand <input type="checkbox"/> Adopt applicant pooling models to maintain ongoing contact with pre-qualified applicants <input type="checkbox"/> Manage the placement of additional co-op and foreign trained professional opportunities
A workplace environment where Halton staff are engaged with their profession and their employer (HR)	<input type="checkbox"/> Implement the foundational leadership program
A plan for an aging and increasingly diverse Halton workforce (HR)	<input type="checkbox"/> Explore options for phased in retirement opportunities focused on retaining employees and their intellectual capital <input type="checkbox"/> Develop a regional mentorship program <input type="checkbox"/> Explore partnerships with other public sector employers to target foreign trained professionals at source

### Measuring Progress

- Percentage of voluntary turnover for all permanent positions per year

## Safe Communities

Work with the Halton Regional Police Service and community partners to improve community safety.

Collaborate with the Halton Regional Police Service

- Work in cooperation with the HRPS to address community safety
- Continue installation of additional red light cameras

### Measuring Progress

- Achievements arising from safety collaboration efforts

## Advocacy

Advocate to other government levels for the financial and legislative supports required to serve Halton citizens now and in the future.

Implement an Advocacy Action Plan (SPP)

- Provide an annual summary report of Regional Council advocacy activities
- Assess Federal and Provincial policies having potential impacts on Halton Region

### Measuring Progress

- Achievements arising from advocacy efforts.

# Planning and Public Works Priorities

## Key Initiatives

## Key Actions: 2013

### Transportation

Plan, construct and maintain a regional transportation system that includes 900 lane km of major arterial roadways, signalized intersections, lighting, signs, 122 bridges and structures.

Plan and implement a sustainable transportation system for Halton Region considering all modes for movement of people and goods. (PW)

- Complete a plan for Dundas Street and Trafalgar Road Bus Rapid Transit (BRT) projects in cooperation with Oakville, Burlington and Metrolinx
- Complete EA Study for Upper Middle Road from Neyagawa Blvd to Ninth Line
- Achieve Smart Commute employee/employer annual growth targets as established by Metrolinx
- Develop and implement a Goods Movement Strategy
- Commence the environmental assessment for the Trafalgar Road expansion in Halton Hills
- Finalize and implement the Active Transportation Plan

Reduce traffic congestion through construction of significant capital projects on Regional Roads (PW)

- Commence construction of new North Oakville Transportation Corridor from Trafalgar Road to Ninth Line
- Complete new road construction of James Snow Parkway from Steeles Avenue to Regional Road 25

### Measuring Progress

- Pavement Quality Index of Regional Roads
- Percentage of lane kilometres operating at a level of service D or above
- Vehicle kilometres travelled per lane kilometre
- Citizen satisfaction with maintenance of current infrastructure such as water, sewer mains and regional roads
- Increase participation in the Smart Commute program to a target of 15 private sector employers and a total of 10,000 employees
- Total number of kilometres of multi-use paths and bike lanes constructed on Region roads

### Infrastructure

Plan, construct and maintain a complex and integrated system of physical structures to deliver drinking water to Halton residents and dispose of wastewater in an efficient and sustainable manner.

Plan and implement a water and wastewater strategy to meet the needs of the community and growth demands. (PW)

- Complete the design of the Water and Wastewater infrastructure to service Boyne Secondary Plan
- Complete the class environment assessment for the Oakville water purification plant expansion
- Commence construction on the 1200 mm diameter water main on Trafalgar Road
- Commence construction of the zone 4 reservoir
- Complete the design of the Acton Wastewater Treatment Plant



Key Initiatives	Key Actions: 2013
Manage existing system to ensure water and wastewater infrastructure is in a state of good repair. (PW)	<input type="checkbox"/> Annual update capital needs assessment based on current year requirements and implement projects <input type="checkbox"/> Maintain and optimize well based water systems <input type="checkbox"/> Implement capital needs assessment for pumping stations in Milton and Halton Hills <input type="checkbox"/> Update Infrastructure Status Report detailing the condition assessments of major water and wastewater infrastructure assets
Construct key infrastructure to meet existing and future growth demands, security of supply and operational flexibility. (PW)	<input type="checkbox"/> Commence construction of the Washburn second feed <input type="checkbox"/> Complete construction of the Oakville Water Purification Plant upgrades

- Measuring Progress**
- Percent of remaining service life of water and wastewater linear infrastructure.
  - Megalitres of treated wastewater per 100,000 population
  - Megalitres of water treated per 100,000 population
  - Number of wastewater main backups per 100 kilometres of wastewater line in a year
  - Number of breaks in water mains per 100 kilometres of water pipe in a year
  - Percent of capital projects completed on time and within budget and scope
  - Citizen satisfaction with maintenance of current infrastructure such as water, sewer mains and regional roads
  - Citizen satisfaction with quality of drinking water, water testing and water treatment

## Environmental Protection and Conservation of Water

Protect water quality and the natural environment through effective treatment, source protection, conservation and adherence to regulations.

Enhance, protect and maintain quality, quantity and safety of groundwater and surface water. (PW)	<input type="checkbox"/> Update Halton's Aquifer Management Plan in accordance with the final Ministry approved source water protection plans <input type="checkbox"/> Initiate implementation of source water protection plans and policies
Promote water efficiency and conservation. (PW)	<input type="checkbox"/> Initiate implementation of the Water Efficiency Strategy

- Measuring Progress**
- Water consumption (m<sup>3</sup>) per household
  - Percentage of wastewater flow by-passed
  - Percentage meeting compliance with Provincial regulatory requirements
  - Citizen satisfaction with sewage treatment and disposal

## Waste Management

Plan and implement an integrated and sustainable waste management system of collecting, processing and disposing municipal solid waste that incorporates the principle of reduce, reuse, recycle and resource recovery.

Minimize the impact of solid waste on the environment by increasing waste diversion through reduce, reuse and recycle. (PW)

- Initiate the recommendations of the 2012- 2016 Solid Waste Management Strategy
  - Enhanced Promotion and Education (ongoing)
  - Expand Blue Box Materials and Enhance Blue Box Capacity
  - Garbage Limit & Bag Tags Program

## Measuring Progress

- The number of resident complaints received regarding the collection of garbage and recycled materials per 1,000 households.
- Percentage of Residential Solid Waste diverted from Landfills.
- Tonnes of material collected per residential household
- Percentage of time residential waste is collected from curb by end of the day
- Citizen satisfaction with waste management services, including garbage collection, green cart, recycling and landfill operations

## Planning Sustainable Communities

Implement the Halton Regional Official Plan: a series of goals, objectives and policies to manage change and the effects of growth on the social, economic and natural environment of Halton.

Defend and deliver Council's vision for managed and sustainable growth in Halton to meet the requirements of the Places to Grow Plan to 2031 as set out in the Halton Regional Official Plan. (LPS)

- Develop and implement an education and awareness program for the application of the guidelines to the Region, Local Municipalities, development community, and the community
- Develop a communications strategy for the implementation of key performance indicators to the Local Municipalities
- Implement the performance measures to track development related trends
- Defend any challenges in the approval of policies before the Ontario Municipal Board in relation to Sustainable Halton
- Approval of the Local Municipal Official Plans and defend any challenges
- Implement the guidelines in Regional decisions and in the development of local planning policy
- Implement the guidelines in Growth Management decisions in the Region
- Commence five year review of Regional Official Plan

Create a common vision for the Regional Waterfront Parks program. (LPS)

- Begin the update of Region Waterfront Parks Master plans based on the interests identified by the Advisory Committee
- Finalization of the three Waterfront Master Plan updates
- Implement the Waterfront Master plans

Key Initiatives	Key Actions: 2013
Implement and monitor the Region's water and wastewater allocation policy and program. (LPS)	<input type="checkbox"/> Implement and monitor the allocation program based on the Regional Phasing <input type="checkbox"/> Monitor the allocation program for when the next program should be commenced based on Regional Phasing

<h3>Measuring Progress</h3> <ul style="list-style-type: none"> <li>• Percent of growth in intensification areas</li> <li>• Density of growth in new greenfield development (note: measure is net density in units/ha which excludes Regional NHS and all other lands for public use)</li> <li>• The annual number of available dwelling units (SDEs) for greenfield and intensification development based on allocation of water &amp; wastewater</li> <li>• Citizen satisfaction with planning for future infrastructure needs of Halton's growing population</li> </ul>
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## Defining and Preserving Natural Heritage

Implement the goals, objectives and policies for natural heritage in the Halton Regional Official Plan.

Use a systems approach to map and monitor the Region's natural heritage features and functions (LPS)	<input type="checkbox"/> Develop a program to maintain and enhance the Natural Heritage System <input type="checkbox"/> Implement the Environmental Impact guidelines to maintain and enhance the Natural Heritage System <input type="checkbox"/> Develop a communication strategy in the education and awareness of the program on growth decisions on the Natural Heritage System <input type="checkbox"/> Implement the program to maintain and enhance the Natural Heritage System <input type="checkbox"/> Develop a communication strategy in the maintenance and enhancement of the Natural Heritage System <input type="checkbox"/> Implement the monitoring of growth decisions on the Natural Heritage System
Conserve natural heritage features in the Regional Forests while providing opportunities for recreation. (LPS)	<input type="checkbox"/> Implement the Regional Official Plan Woodlands Policy <input type="checkbox"/> Review the Regional Forest Master Plan
Achieve the Region's environmental and natural heritage objectives through awareness and targeted programming. (LPS)	<input type="checkbox"/> Implement an education and awareness program

<h3>Measuring Progress</h3> <ul style="list-style-type: none"> <li>• Hectares of natural heritage land preserved</li> <li>• Number of trees planted annually</li> <li>• Citizen satisfaction with preservation of natural heritage features</li> </ul>
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## Key Initiatives

## Key Actions: 2013

# Agriculture

Implement the goals, objectives and policies in the Halton Regional Official Plan to support and promote agriculture.

Support agriculture in Halton. (LPS)

- Develop a program that will measure the impact of urban growth, the Natural Heritage System and non-agricultural land uses on agriculture in Halton
- Develop programs that assist farmers with:
  - farm succession planning,
  - attracting new farmers to Halton,
  - providing financial support for environmental stewardship,
  - preparing Environmental Impact Assessments,
  - preparing Environmental Farm Plans and the preservation and enhancement of natural areas within the Region

## Measuring Progress

- Percentage of land designated for agricultural purposes which was preserved during the year

# Corporate Sustainability

Reduce the organization's ecological footprint associated with the Region's operations.

Integrate sustainability practices into the internal operations of Halton Region (LPS)

- Monitor and report annually the accomplishments and milestones of the Action Plan

Reduction of energy consumption for Regional facilities and fleet (CS)

- Based on energy audit reports, implement appropriate energy conservation and efficiency projects at Regional facilities
- Implement the Alternate Energy Strategy prepared in partnership with HUG

Improve environmental practices at the Region's child care centres (SCS)

- Evaluate the effectiveness of changes for children, staff, parents, and the environment

## Measuring Progress

- Energy consumption per square foot at Regional facilities in equivalent kilowatt-hours per square foot (ekwh/sqft.)

# Health and Social Services Priorities

## Key Initiatives

## Key Actions: 2013

### Assisting Halton's Low Income Residents

Support low income residents by assisting them to live and work in Halton. The Region fulfills the role of the Consolidated Municipal Service Manager (CMSM) for the delivery of social services, employment and Ontario Works programs.

Provide Social Services to eligible Halton residents (S&CS)	<input type="checkbox"/> Implement new Social Assistance Municipal System (SAMS) technology solution for social assistance
Deliver a Monthly Transit Pass Program for Eligible Low Income Residents (S&CS)	<input type="checkbox"/> Revise, expand and deliver SPLIT pass program
Improve access to workforce development services for job seekers (S&CS)	<input type="checkbox"/> Complete implementation of new Employment Halton Service Delivery Model <input type="checkbox"/> Implement new employer driven initiatives that increase workforce development in Halton <input type="checkbox"/> In partnership with Economic Development, identify and secure opportunities that align with businesses locating in Halton Region
Ensure social assistance is delivered effectively to eligible residents by reducing social services delinquent accounts (S&CS)	<input type="checkbox"/> Evaluate success of overpayments and debt collection strategies <input type="checkbox"/> Develop and implement an advocacy strategy to encourage the Ministry of Community and Social Services to give municipalities the authority to write off Ontario Works debt

### Measuring Progress

- Monthly social assistance case load per 100,000 households.
- Response time to client eligibility for social assistance services.
- Monthly social assistance administration and benefit cost per case.
- Percent change in number of delinquent social services accounts.
- Percent change in outstanding dollar amount of delinquent social services accounts.
- Citizen satisfaction with services provided for people in need, such as with financial assistance.

## Key Initiatives

## Key Actions: 2013

# Affordable and Assisted Housing

Provide housing supports to address the needs of low income residents. The Region fulfills the role of the Consolidated Municipal Service Manager (CMSM) for social housing programs.

Increase the number of housing units receiving rent supplements (S&CS)

- Obtain rent supplement units for Halton residents through the Halton Rental Assistance Program by 2014

Increased affordable housing available for Halton residents (SCS)

- Create 80 - 100 new assisted rental units by 2015 through the IAH - Rental Housing component
- In partnership with Habitat for Humanity Halton, assist 20 households with down payment assistance to obtain homeownership through IAH - Homeownership component
- Assist households with costs for renovations so that residents can remain in their homes through the IAH - Ontario Renovates component
- Develop, implement and evaluate any program changes as a result of the new Community Homelessness Prevention Initiative (CHPI)
- Implement Investment in Affordable Housing (IAH) program

Undertake an operational review of the Halton Access To Community Housing (HATCH) program operations (S&CS)

- Implement more streamlined HATCH application process
- Enhance and evaluate processes to expedite the placement of households in assisted housing
- Develop and implement housing help supports in Halton

## Measuring Progress

- Percent of social housing waiting list placed annually
- Number of social housing units per 1,000 households
- Processing time per HATCH application
- Total annual social housing cost per unit
- Average nightly number of emergency shelter beds available per 100,000 population
- Citizen satisfaction with subsidized housing

## Children and Youth Development

Ensure that Halton provides a healthy quality environment for children and youth to grow and develop. The Region fulfills the role of the Consolidated Municipal Service Manager (CMSM) for children's services.

Increase awareness and access to children's services to provide coverage for more families. (S&CS)	<input type="checkbox"/> Implement 2013 Early Learning and Child Care Plan (ELCCP) recommendations <input type="checkbox"/> Create a social marketing plan to build public understanding of the critical economic and social value of high quality early learning and child care programs <input type="checkbox"/> Promote the improvement of services for children with special needs <input type="checkbox"/> Complete Our Kids Network (OKN) monitoring cycle for 2013 including Halton Youth Parent Survey (HPS) <input type="checkbox"/> In partnership with Our Kids Network (OKN), implement 2013 actions in the Developmental Assets Strategic Framework <input type="checkbox"/> Analyze and report on data from the 2012 - 2013 Our Kids Network (OKN) monitoring cycle <input type="checkbox"/> Implement the Best Start Child and Family System Service Navigator Model in Milton
Expand the Quality First Program to cover more child day care centres (S&CS)	<input type="checkbox"/> Set further measures and evaluate effectiveness of Quality First <input type="checkbox"/> Expand Quality First Program to home child care programs and before and after school programs
Increase access to information and supports for Halton Parents. (Health)	<input type="checkbox"/> Further implementation and evaluation of online parenting communications
Increase access to comprehensive health promotion supports and services for students (Health)	<input type="checkbox"/> Further implement mental health promotion initiatives in line with new provincial mental health resources allocated to Halton School Boards <input type="checkbox"/> Evaluate the Healthy Schools approach in elementary and secondary schools
Enhance customer access to health information and services. (Health)	<input type="checkbox"/> Ensure that the Family Health Information Line is meeting projected service targets and standards while meeting customer needs

### Measuring Progress

- Number of regulated child care spaces per 1,000 children (12 & under)
- Percentage of available child care spaces subsidized
- Percentage of children (12 & under) from low-income families in child care spaces
- Percentage of child care centres in Halton enrolled in the Quality First standards program
- Number of parents of children aged 0-6 receiving parenting information at groups, seminars and consultations
- Number of parents of children aged 7-13 receiving parenting information at groups, seminars and consultations
- Number of parents of youth reached attending parenting education sessions and events
- Citizen satisfaction with services provided for children

## Key Initiatives

## Key Actions: 2013

### Seniors

Deliver programs which meet the needs of seniors in our community.

Develop Halton's response to a growing seniors population (S&CS)	<input type="checkbox"/> Procure and install a new case management system for Assisted Living Program <input type="checkbox"/> Disseminate information to seniors, caregivers and families through more accessible, web-based solutions <input type="checkbox"/> Develop Comprehensive Seniors Strategy <input type="checkbox"/> Implement expansion of Supports for Daily Living program in the Milton hub
Improve health of older adults (Health)	<input type="checkbox"/> Initiate a community process that will engage internal and external stakeholders in the creation of a plan to ensure healthy aging among those 50 years of age and older
Meet the new legislated provincial standards for long-term care homes (S&CS)	<input type="checkbox"/> Assess, implement & evaluate the staff scheduling processes and software system in the Region's Long-Term Care homes
Complete the 2012 Accreditation Survey for long-term care homes, day programs, supportive housing (S&CS)	<input type="checkbox"/> Complete and communicate post 2012 Accreditation Survey actions as required

### Measuring Progress

- Regional Long Term Care homes resident satisfaction
- Percent of population over 75 years of age that can be served from all Long Term Care homes beds in Halton Region
- Regional Long Term Care homes facility cost (Case Mix Index adjusted) per Regional Long Term Care homes facility bed
- Citizen satisfaction for Regional services for seniors, such as long-term care facilities and adult day care programs

### Protecting Public Health

Deliver a full range of public health programs and services to the residents of Halton Region, including environmental health inspections; communicable and infectious disease prevention and control; as well as provide Emergency Medical Services.

Monitor the health of Halton citizens (Health)	<input type="checkbox"/> Update or create five Health Indicator Reports
Enhance Health Clinic Capacity (Health)	<input type="checkbox"/> Complete the relocation plan for Health and Social & Community Services programs at a new Georgetown location <input type="checkbox"/> Relocate Georgetown clinic services to a new office location <input type="checkbox"/> Monitor and report quarterly on the clinic wait times for the various services that provide clinic appointments, as identified in the 2013 Health Department Performance Measures Report



Key Initiatives	Key Actions: 2013
Ensure Food Safety (Health)	<input type="checkbox"/> Ensure that a food safety inspection rate of 100% is achieved in 2013 for high risk premises
Ensure Infection Prevention and Control (Health)	<input type="checkbox"/> Ensure that an inspection rate of 100% is achieved in 2013 for high risk personal service settings <input type="checkbox"/> Conduct an annual influenza immunization campaign, including immunization clinics throughout the Halton Region
EMS Response Times (Health)	<input type="checkbox"/> Ensure EMS response times are within the Halton specific response time plan
Enhance EMS Public Education (Health)	<input type="checkbox"/> Increase the number of persons that receive CPR training through EMS and partners by 10% compared to the previous year
Ensure EMS Station Expansion (Health)	<input type="checkbox"/> Construct and operate a northwest Oakville station
Central Ambulance Communications Centre (CACC) Performance (Health)	<input type="checkbox"/> Continue to work with the Province regarding the implementation of technology and business processes in the CACC to optimize the delivery of emergency medical services in Halton Region
Enhance oral health supports and services for people living on low incomes (Health)	<input type="checkbox"/> Coordinate and execute a Healthy Smiles Ontario oral health screening pilot in two secondary schools (Health)
Ensure quality service is provided by the North Halton Mental Health Clinic (Health)	<input type="checkbox"/> Continue to enhance services to children, youth and families through the North Halton Child & Youth Psychiatry Program
Attract new physicians to establish medical practices in Halton. (LPS)	<input type="checkbox"/> Undertake key 2013-2014 actions in support of attracting new physicians to establish medical practices in Halton as outlined in the Region's approved 2012-2021 Economic Development Strategy - Implementation Plan

## Measuring Progress

- Percent required inspections of high risk food premises completed
- Percent required inspections of medium risk food premises completed
- Percent required inspections of high risk personal service settings completed
- Number of Halton residents trained in CPR
- Number of children/youth that qualified for financial assistance with Healthy Smiles Ontario
- Citizen satisfaction with Regional health protection services through food safety and protecting residents from communicable diseases
- Citizen satisfaction with EMS (ambulance services)
- Citizen satisfaction with Regional mental health services
- Citizen satisfaction with physician recruitment and attracting new doctors to Halton

## Promoting Healthy Living

Deliver a full range of public health programs and services in the community that include addressing chronic disease prevention, tobacco and substance abuse, and promoting heart health and healthy weights.

Prevent Chronic Disease (Health)

Implement a communication plan to promote public awareness of environments that support healthy lifestyle changes

### Measuring Progress

- Clinic Wait Times (# of weeks wait) for Health Department Clinics (N. Halton Mental Health Clinic – Rapid Response Group Intake Program, N. Halton Child & Youth Psychiatry Program, Oral Health Clinic, Smoking Cessation, Travel Health, Sexual Health)
- Citizen satisfaction with Regional health promotion programs

## Air Quality

Monitor, report and assess the impacts of air pollution on human health in Halton Region.

Address Health related climate change impacts (Health)

Recommend actions to ensure Health Department programs are prepared to respond to climate change in Halton Region

### Measuring Progress

- Real-time monitoring and web-based reporting of criteria air pollutants in Halton.
- Publish annual report on air quality in Halton.