



# Halton Region Strategic Business Plan



*A Plan Built on Partnerships*

2019–2022



# Halton Regional Council 2019–2022

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## Message from Halton Regional Chair Gary Carr

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Halton Region serves more than 580,000 residents in Burlington, Halton Hills, Milton and Oakville. The Region continues to provide high-quality programs and services that help to keep our growing and diverse community a great place to live.

Over the past several months, Regional Council has been developing a Strategic Business Plan to guide the Region's work over the next four years. The Plan focuses on building on our successes and delivering on opportunities that enhance quality of life. Regional Council has identified five strategic themes, each with key objectives and specific actions that reflect current social, demographic and economic conditions and priorities. This Plan has been shaped through feedback from the public, collected through a consultation process that included an online survey, social media engagement and a series of open houses. We have also relied on insight from community partners, stakeholders and staff who play an important role in program and service delivery.

I would like to thank everyone who has contributed to the development of the new Strategic Business Plan 2019–2022, including all those who took the time to provide their valuable input. This Plan reflects what we have heard and what matters to the community. Regional Council will continue to work together to implement the new Plan, find collaborative solutions to emerging issues and report on our progress.

Thank you again for working with us to keep Halton a great place to live, work, raise a family and retire. To learn more about the Strategic Business Plan 2019–2022, please visit [halton.ca](http://halton.ca). You can also email me at [gary.carr@halton.ca](mailto:gary.carr@halton.ca) or find me on social media at [@garycarrhalton](https://www.instagram.com/garycarrhalton).

Gary Carr,  
Halton Regional Chair

## HALTON AT A GLANCE

969

KM<sup>2</sup> LAND AREA

526

KM<sup>2</sup> GREEN SPACE

25

KM LAKE ONTARIO SHORELINE

583,363\*

POPULATION (2018)

217,058\*

NUMBER OF HOUSEHOLDS (2018)

\$139,315\*\*

AVERAGE HOUSEHOLD INCOME (2016)

13,296\*\*\*

NUMBER OF BUSINESSES (2018)

229,130\*\*\*

NUMBER OF JOBS (2018)

\* Halton Region Best Planning Estimates

\*\* Statistics Canada Census 2016

\*\*\* Halton Region Employment Survey 2018  
(estimates are preliminary)

## Halton Region Services

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Business services and economic development



Children's services



Emergency planning



Financial assistance



Housing services



Infrastructure and construction



Land use planning and growth management



Paramedic services



Public health programs and services



Services for seniors



Waste management



Wastewater treatment



Water purification



Regional roads and transportation



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# Halton's Vision and Mission

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Halton Region's vision is to enhance the quality of life for all people of Halton today and into the future.

The Region is committed to preserving a landscape that is rich, diverse, balanced, productive and sustainable and a society that is economically strong, equitable and caring. We 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.



# Halton's Strategic Planning Framework

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

Our Strategic Business Plan 2019–2022 sets the objectives and specific actions that help achieve our vision and shape the future.

The strategic planning process also ensures a strong alignment between Council priorities, our corporate and departmental business planning and processes, and the Region's Budget and Business Plan.



# A Plan Built on Partnerships

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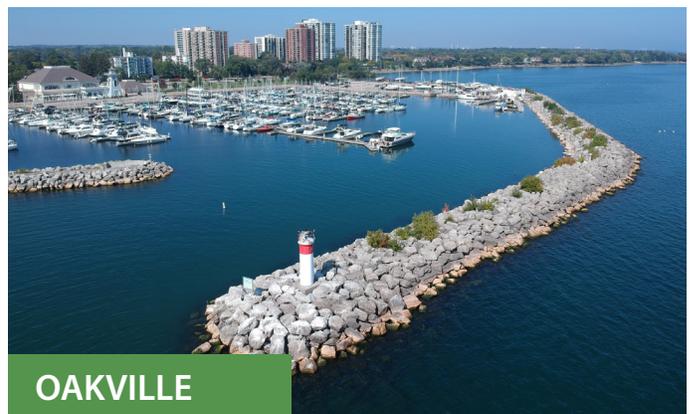
Halton Region and its Local Municipalities work together to provide efficient and effective programs and services to all. We also work with community partners and agencies to help us deliver important services. These relationships have contributed to the quality of life that so many enjoy across the region.

This approach is built on a solid foundation of partnerships. We will continue to strengthen our existing relationships with Local Municipalities, community partners and the Provincial and Federal Governments to collaboratively address community needs and emerging issues.

# A Plan That Shapes the Future

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Halton Region serves more than 580,000 residents throughout Burlington, Halton Hills, Milton and Oakville. The focus of the plan is to ensure the Region continues to be a great place to live as we continue to grow. The Region is expected to grow to a population of one million people by 2041, in accordance with the Provincial Growth Plan.



# Developing the Plan

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Every term of Council, Halton Region develops a Strategic Business Plan to guide our work over the next four years. As part of the strategic business planning process, Regional Council worked together to identify strategic themes, objectives and specific actions that reflected current social, economic and demographic conditions as well as resident priorities. These were the foundation of a Consultation Document that we shared with stakeholders, including residents, community partners and staff.

Over several months, we received valuable input on the Consultation Document through a comprehensive public engagement strategy. We held open houses in Burlington, Halton Hills, Milton and Oakville, which provided the opportunity for the public to learn more, ask questions and participate in facilitated workshops. We also offered

an online survey on **halton.ca** where the public could provide specific feedback on each of the objectives. We used our social media channels to provide an additional opportunity for Halton's residents to be actively engaged and provide input and direction.

Key to our success is to collaborate and strengthen existing partnerships with the Local Municipalities and community leaders. We met with program and service delivery organizations who provided their input on how we can continue to achieve our collective goals.

By working together and gaining valuable input from stakeholders, this Plan reflects what matters most to Halton residents and to the partners who help us to deliver high-quality programs and services.



# Highlights of the Strategic Business Plan 2019–2022

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Through the consultation process, we identified 21 strategic objectives for this term of Council. The objectives are organized into five themes. The Plan identifies the actions that need to be undertaken over the term to achieve these objectives and their respective outcomes.

The five themes for Strategic Business Plan 2019–2022 are:



## Planning and Growth Management

Ensuring that the necessary infrastructure and services are in place to maintain the high quality of life as the Region continues to grow.

## Transportation and Infrastructure

Investing and delivering on capital improvements that provide efficient and safe transportation options and maintain infrastructure in a state-of-good-repair.

## Community Well Being

Collaborating with partners to deliver the programs, services and supports that the community needs to be safe and healthy.

## Environmental Sustainability and Climate Change

Protecting and enhancing the natural environment and reducing our collective carbon footprint to mitigate the impacts of climate change.

## Effective Government

Transforming service delivery through innovation, technology and process improvements. Maintaining a strong financial position is critical for the future.

# How to Read Our Plan

Within each of the five themes, there are objectives that support the Region's priorities for this term of Council. There are 21 objectives that will guide our work over the next four years to shape Halton's future. To achieve the objectives, we have laid out a series of specific outcomes and actions that will get us there.

The diagram below describes how to follow our plan:

## Objectives

These define the Region's priorities over the four-year Council term. Each of the 21 strategic objectives are tied to a particular theme or specific area of focus.

Answers the questions "what successes should we build upon; what are the opportunities to improve; where should we focus our efforts?"

## Outcomes

These are the results of our accomplishments. We will track and report on our progress and achievements including appropriate measurements and targets.

Answers the questions "what does success look like; how will our stakeholders know if we have delivered on our objectives?"

## Actions

These define the work, projects or initiatives that need to be accomplished to reach our desired outcomes.

Answers the question "what are the deliverables and specific activities that need to happen to support our objectives?"

## United Nations Sustainable Development Goals (SDG)

Halton Region supports the United Nations Sustainable Development Goals (SDG) – a collection of 17 goals that address global challenges and support a more sustainable future for all. To support these integrational goals, we have aligned specific UN goals to our five themes and will include these goals as part of our measurement and reporting on this Plan.



Planning and Growth Management



Transportation and Infrastructure



Community Well Being



Environmental Sustainability and Climate Change



Effective Government



# Planning and Growth Management

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Based on the Provincial Growth Plan, Halton is expected to grow to a population of one million people by 2041. While planning for and balancing residential and economic growth, the Region will continue to ensure that the necessary infrastructure and services are in place to maintain a high quality of life for residents.



# Planning and Growth Management Objectives



**Plan for responsible growth with a focus on the quality of life for residents**

## Outcomes

- A Regional Official Plan that establishes the framework for managing growth and attracting jobs and investment, while protecting Halton's unique natural and agricultural resources.

## Actions

- Complete the Official Plan Review to 2041, including:
  - ◆ Integrated Growth Management Strategy
  - ◆ Natural Heritage System Review
  - ◆ Rural and Agricultural System Review
  - ◆ Climate Change Mitigation and Adaptation



**Ensure infrastructure and services keep pace with growth**

## Outcomes

- Water/wastewater and transportation master plans to service growth and maintain service levels (2021)
- Three new Paramedic Stations operational (2020)
- Renovate and modernize the Halton Regional Centre

## Actions

- Develop the next allocation program in coordination with the Local Municipalities and School Boards
- Complete infrastructure master plans to 2041 for:
  - ◆ Water and Wastewater Master Plans
  - ◆ Multi-modal Transportation Master Plan
- Deliver infrastructure capital program
- Complete the Paramedic Master Plan Update
- Complete the Halton Regional Centre renovation
- Continue to advocate for Provincial infrastructure including schools, hospitals, highways and transit to support planned growth

Related UN Global Sustainable Development Goals (SDG):

SDG No. 6 - *Ensure availability and sustainable management of water and sanitation*

SDG No. 8 - *Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work*

SDG No. 11 - *Make cities and human settlements inclusive, safe, resilient and sustainable*

SDG No. 13 - *Take urgent action to combat climate change and its impacts*

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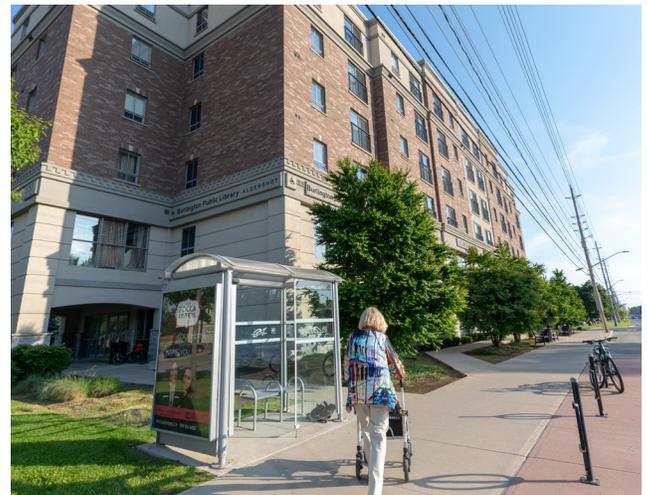
## Stimulate job growth and economic development

### Outcomes

- New non-residential development (square feet) and jobs
- Serviced employment land available (hectares)
- Reduce time to process development applications
- Policies that encourage mixed-use development and increase housing supply

### Actions

- Develop policy framework to support mixed-use (employment and residential) development in the Major Transit Station Areas and other strategic locations
- Continue to deliver investment-ready employment lands
- Streamline development review process, including the implementation of the memorandum of understanding with Conservation Halton and the Local Municipalities
- Establish employment land concierge function to facilitate non-residential development





# Transportation and Infrastructure

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The Region is committed to expanding transportation options throughout Halton while promoting safety, minimizing environmental impact and optimizing traffic flows. Providing timely, accessible and consistent information on construction activity – and engaging residents throughout construction projects – will continue to be priorities.



# Transportation and Infrastructure Objectives



**Improve capital project delivery and reduce the impact on the community during construction**

## Outcomes

- Reduction in construction-related complaints
- Contractors and vendors are managed to ensure good value
- \$787 million invested in the Regional roads capital program
- \$742 million invested in the water/wastewater infrastructure capital program

## Actions

- Establish an Engineering Management Office
- Develop and implement a Construction Ambassador Program
- Revamp the Building a Better Halton communication strategy for capital works
- Implement an enhanced vendor performance management plan



**Partner to expand transit, cycling, walking and driving options on major corridors connecting Halton**

## Outcomes

- 79 additional kms of On-Road Bike Lanes (2022)
- 70 additional kms of multi-use pathways (2022)
- Completion of Defining Major Transit Requirements Study (2019)
- A plan to implement the Transit Priority Network

## Actions

- Complete the Defining Major Transit Requirements Study and incorporate findings into the Multi-modal Transportation Master Plan
- Design and tender the Wyecroft bridge and extension project (Quick Wins funding)
- Continue to advocate for Metrolinx transit service improvements in Halton
- Participate in Provincial transportation reviews, including GTA West
- Implement the Active Transportation Master Plan
- Complete the implementation plan for the Transit Priority Network

Related UN Global Sustainable Development Goals (SDG):

SDG No. 6 - *Ensure availability and sustainable management of water and sanitation*

SDG No. 9 - *Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation*



**Ensure state-of-good-repair of core infrastructure**

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### Outcomes

- At least 80 per cent of all infrastructure rated as good or very good
- The Regional road network has on average a Pavement Quality Index of at least eight out of 10
- Asset Management Plan Regulation (O.Reg 588/17) requirements achieved

### Actions

- Finalize and implement the asset management optimized decision-making tool
- Develop and implement the reliability-centered maintenance program
- Meet the requirements of Asset Management Plan Regulation (O.Reg 588/17) including:
  - ◆ Asset management policy
  - ◆ Current levels of service
  - ◆ Proposed levels of service



**Improve traffic flow and safety on Regional roads**

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### Outcomes

- Traffic is moving at an optimal level through the implementation of an Advanced Traffic Management Plan
- Travel times for 90 per cent of roads rated as "Level C" or better in the a.m. peak
- Travel times for 80 per cent of roads rated as "Level C" or better in the p.m. peak
- Reduction in collisions per million vehicle kms

### Actions

- Develop and implement the Advanced Traffic Management Plan to improve the level of service on Regional roads
- Complete road-widening projects, including Britannia Road, William Halton Parkway and Trafalgar Road in Oakville
- Develop an enhanced Road Operations Safety Plan
- Optimize the Red Light Camera Program



# Community Well Being

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Halton supports the growth of healthy and safe communities. Services respond to changing demographics and needs of residents. The Region also works with community partners to deliver essential services to support community well being.



# Community Well Being Objectives



Partner to deliver additional assisted and affordable housing

## Outcomes

- New housing opportunities consistent with targets in the Comprehensive Housing Strategy
- An updated Comprehensive Housing Strategy will guide new assisted and affordable housing development (2020)
- At least 30 per cent of new housing units built annually in Halton to be affordable or assisted housing

## Actions

- Update Comprehensive Housing Strategy
- Create new housing opportunities with emphasis on older adults with funding from Provincial and Federal governments
- Prevent and respond to homelessness with Provincial and Federal funding
- Support Local Municipalities to advance affordable housing through the use of *Planning Act, 1990* tools



Partner to respond to the needs of older adults

## Outcomes

- An updated Dementia Strategy that will guide the Region's approach to dementia care for residents in our long-term care homes and clients of community programs (2020)
- Pilot Program of All-Inclusive Care for the Elderly model at one Halton Community Housing Corporation site (2021)
- Ontario Seniors Dental Care Program implemented (2020)

## Actions

- Implement Dementia Strategy in long-term care and community programs
- Modify and enhance structural environment in long-term care to improve care to those with dementia
- Explore Program of All-Inclusive Care for the Elderly models with key partners
- Advocate to the Province for additional long-term care capacity and supportive services in Halton
- Implement the Ontario Seniors Dental Care Program (2020)

Related UN Global Sustainable Development Goals (SDG):

SDG No. 2 - *End hunger, achieve food security and improved nutrition and promote sustainable agriculture*

SDG No. 3 - *Ensure healthy lives and promote well-being*

SDG No. 11 - *Make cities and human settlements inclusive, safe, resilient and sustainable*



**Prevent illness and improve the health of residents while reducing health inequities**

## Outcomes

- All programs and services in public health reviewed and adapted to reflect the modernized Ontario Public Health Standards by 2022
- *Immunization of School Pupils Act, 1990* enforced fully by 2022

## Actions

- Achieve compliance with the modernized Ontario Public Health Standards while reflecting local community needs
- Develop and implement health promotion plans related to:
  - ◆ mental health
  - ◆ substance use with a focus on alcohol, non-medical cannabis, tobacco, vaping and opioids
- Ensure compliance with the *Immunization of School Pupils Act, 1990* and *Child Care and Early Years Act, 2014*



**Deliver Provincial programs to support families and individuals**

## Outcomes

- An updated five-year Early Learning and Child Care Plan will guide affordable and high-quality, early learning and child care programs (2020)
- A welcoming and inclusive environment for newcomers (2020)
- Reduced paramedic calls due to Community Paramedic Program

## Actions

- Update Early Learning and Child Care Plan
- Partner with Ministry of Education to strengthen the EarlyON system
- In partnership with the Halton Newcomer Strategy Steering Committee execute the 2017–2020 Strategic Plan
- Partner with Ontario Health to continue the Community Paramedic Program
- Increase the number of children in receipt of Ontario Works who have applied for the Canada Learning Bond
- Review and respond to Provincial policy and service delivery changes related to cost-shared programs.



# Community Well Being Objectives



**Collaborate on initiatives to support the health, safety and well being of the community**

## Outcomes

- The Community Safety and Well-Being Plan model will guide strategic responses to community issues
- 85 per cent of Halton Region Community Investment Fund invested in Community Safety and Well-Being related initiatives (2022)
- Improved safety on roads through the completion of the Road Safety Plan (2021)
- A Food Strategy for Halton (2021)

## Actions

- Completion of Community Safety and Well-Being Plan indicator framework (2019)
- Review Community Safety and Well-Being Plan in accordance with new Provincial legislation
- Work with partners in Halton to support Community Safety and Well-Being action tables to implement responses to key issues such as older adult isolation, vulnerable youth, homelessness and mental health. Establish additional areas based on engagement/consultation
- Leverage Halton Region Community Investment Fund to achieve Community Safety and Well-Being objectives
- Work with community partners to develop a Food Strategy for Halton
- Work with community partners to develop a Road Safety Plan
- Partner to support the Provincial Healthcare Transformation to protect the interests of Halton residents through the Halton Region Health and Social Services Collaborative



**Promote emergency preparedness**

## Outcomes

- Compliance with Provincial Emergency Management Regulations (O.Reg. 380/04 of the *Emergency Management Civil Protection Act, 1990*)
- Increased awareness of emergency preparedness by residents
- Halton Region is prepared to respond to emergencies

## Actions

- Target emergency preparedness outreach and education to multi-residential building operators
- Communicate and raise awareness of the location, function and services available at emergency evacuation centres
- Complete annual emergency exercises
- Update business continuity plans for all Regional programs, including assessment of the impact of climate change
- Update the Public Health and Public Works Emergency Management Plans



# Environmental Sustainability and Climate Change

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The Region is committed to protecting the natural environment and agricultural areas. Responding to climate change and reducing our carbon footprint are priorities.



# Environmental Sustainability and Climate Change Objectives



## Protect the agricultural areas and the natural heritage system

### Outcomes

- A permanently secure, economically viable agricultural industry
- 50 per cent of Region protected in the natural heritage system
- 40 per cent of new development in the intensification areas

### Actions

- Support value-added uses on farms and the introduction of a permanent agricultural preserve
- Continue to advocate for enhanced broadband service in rural areas
- Review the Region's greenland securement and Regional Forest programs, including opportunities for enhanced coordination with Conservation Halton
- Continue development of the Regional Waterfront parks
- Assess the health of the natural heritage system to determine when restoration and remediation may be required
- Develop policies and approaches that seek to balance natural heritage system interests and goals with those of agricultural areas



## Reduce carbon footprint of Regional operations

### Outcomes

- Five per cent reduction in greenhouse gas emissions related to Regional Services (2022)
- Five per cent reduction in the hydro consumption/megalitre of wastewater treated (2022)
- Five per cent reduction in the hydro consumption/megalitre of water treated (2022)
- 10 per cent reduction in the hydro consumption required for Regional street lights (2022)
- Five per cent reduction in the hydro and heating consumption square foot in corporate facilities (2022)

### Actions

- Finalize Energy Management Strategy
- Update the Pumping Station Master Plan to reduce number of pumping stations
- Decommission the Milton Wastewater Treatment Plant
- Implement the advanced meter infrastructure to automate meter reading
- Implement the advanced traffic management system to reduce idling on Regional roads
- Construct Regional facilities, including Halton Regional Centre renovation project, following energy and environmental design principles in order to achieve a healthy, highly efficient and cost-saving building design

Related UN Global Sustainable Development Goals (SDG):

SDG No. 6 - *Ensure availability and sustainable management of water and sanitation*

SDG No. 7 - *Ensure access to affordable, reliable, sustainable and modern energy*

SDG No. 11 - *Make cities and human settlements inclusive, safe, resilient and sustainable*

SDG No. 12 - *Ensure sustainable consumption and production patterns*

SDG No. 13 - *Take urgent action to combat climate change and its impacts*

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### Ensure resiliency of the Region's infrastructure

#### Outcomes

- Impacts to the environment are minimized through reducing wastewater system bypasses
- Reduction in sewer backups
- Zero frozen water services (2022)

#### Actions

- Completion of the targeted downspout and weeping tile program
- Completion of the frozen water service lowering program with funding from Clean Water and Wastewater Fund
- Continuation of the wastewater collection resiliency program to reduce risk of flooding due to climate change
- Implement the SCADA Master Plan to reduce risks of system failures



### Implement programs to maximize waste diversion in Halton

#### Outcomes

- Reduced garbage produced per household
- Achieve 60 per cent diversion rate
- A Solid Waste Management Strategy
- Increased multi-residential diversion rate

#### Actions

- Complete improvements to Halton Waste Management Site
- Increase education and promotion of diversion and reuse programs
- Improve litter containment for the Blue Box
- Increase source-separated organics through multi-residential program
- Deliver the Solid Waste Management Strategy



# Effective Government

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Halton Region is committed to engaging the public and increasing awareness of programs and services. Continuous improvement is the key to maintaining a strong financial position, service innovation and efficient service delivery.



# Effective Government Objectives



Ensure continued financial sustainability through effective financial planning and risk management

## Outcomes

- Tax rate increases at or below the rate of inflation
- Maintain AAA credit rating
- Receive the Government Finance Officers Association Award for:
  - ◆ Budget and Business Plan
  - ◆ Annual Financial Report

## Actions

- Prepare Development Financing Plans that minimize the costs related to growth for existing residents
- Update the Region's Development Charge By-law
- Enhance asset management plans for all corporate and Halton Community Housing Corporation assets
- Continue to advocate to the Provincial and Federal governments related to Halton's interests
- Investigate development opportunities for Regional properties
- Implement the Enterprise Risk Management Program
- Implement enhanced vendor management plan
- Streamline and automate the Purchasing and Accounts Payable processes while enhancing internal controls



Enhance public engagement and awareness of Regional programs to promote transparency and accountability

## Outcomes

- Maintain the high (90 per cent) satisfaction rate with Regional services
- Maintain the high (90 per cent) satisfaction rate of customers who are overall satisfied with their call centre experience
- Achieve Service Quality Measurement Award of Excellence (or equivalent)

## Actions

- Engage the public and stakeholders on key policy reviews including:
  - ◆ the Regional Official Plan update
  - ◆ the Comprehensive Housing Strategy update
  - ◆ Early Learning and Child Care Plan update
- Develop strategy to effectively engage with Indigenous communities
- Implement interactive voice response and other technology to enhance the customer experience with 311/Access Halton
- Enhance website to allow residents to personalize and improve their digital experience when accessing Regional services online

Related UN Global Sustainable Development Goals (SDG):

SDG No. 16 - *Build effective, accountable and inclusive institutions*

SDG No. 17 - *Strengthen the means of implementation and revitalize the global partnership for sustainable development*

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### Foster a progressive workplace

#### Outcomes

- An engaged workforce
- Achieve GTA Top Employer Award (or equivalent)
- Achieve Canada's Top Employers for Young People Award (or equivalent)
- Completion of Halton Regional Centre renovation project to create an innovative, modern and secure environment that enhances collaboration and improved service delivery

#### Actions

- Deliver the Halton Regional Centre Renovation project
- Expand talent management programs across the organization and ensure succession plans are in place for all key positions
- Expand training and development programs
- Implement innovative recruiting strategies for high-demand skills
- Modernize the Corporate Policy Framework
- Improve Regional capacity to deliver effective services to diverse populations



### Transform service delivery through continuous innovation leveraging technology and data

#### Outcomes

- Efficient service delivery and administrative processes
- Maintain the high (90 per cent) satisfaction rate with Regional services
- Expand digital service delivery

#### Actions

- Implement new technologies to transform service delivery, including:
  - ◆ Implementation of advanced meter program
  - ◆ Implementation of advanced traffic management system
- Increase services available to residents 24/7 through website and digital channels
- Continued focus on streamlining business process to improve customer experience and reduce costs and risks, including:
  - ◆ Enhancements to development application process
  - ◆ Scheduling system for long-term care and paramedics
  - ◆ Electronic document management
- Implement data analytics and decision support program to inform evidence-based policy and service delivery decision-making
- Implementation of Customer Service Access Strategy

# Integrating the Plan

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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 Business Plan will occur through the annual budget process or report to Council. There may also be updates, particularly to outcomes, through program strategies and plans.

The Strategic Business 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.

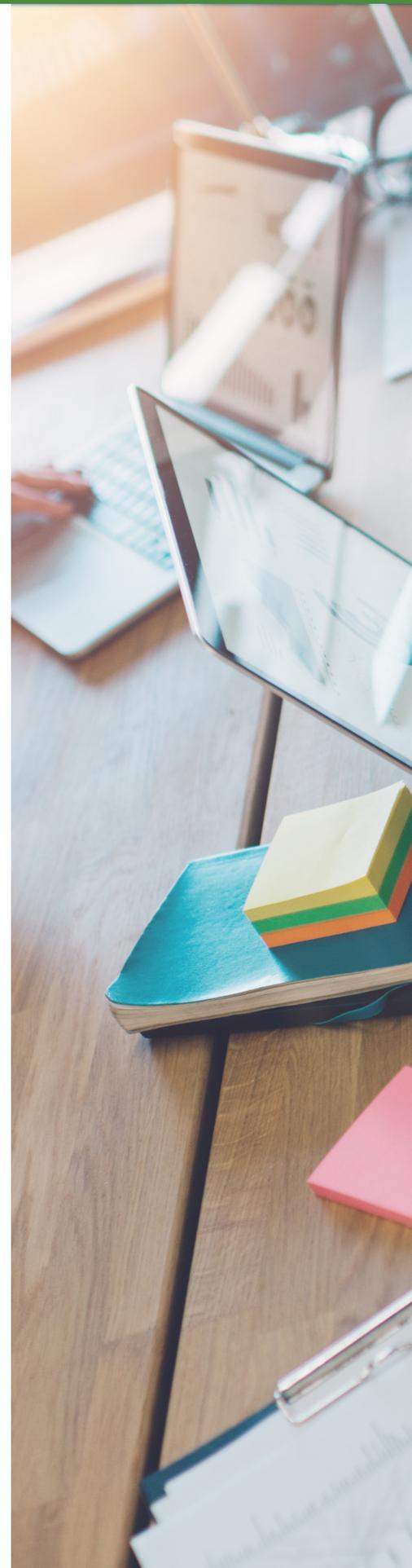
The Halton Region Strategic Business Plan 2019–2022 focuses the Region on what matters most to its residents and will ensure that the Region continues to be a great place to live.

# Monitoring and Reporting on the Plan

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The Strategic Business 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 Region

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

1151 Bronte Road

Oakville, Ontario L6M 3L1

### Hours of operation

Monday to Friday

8 a.m.–5 p.m.

If you would like to learn more,  
please visit [halton.ca](http://halton.ca)



[halton.ca](http://halton.ca) ☎ 311

