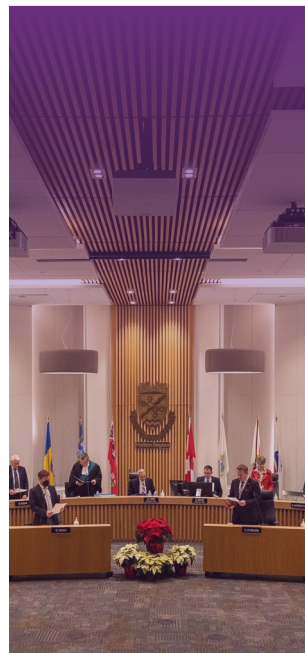




HALTON REGION
Strategic Business Plan
2023 – 2026



Term In Review



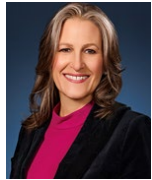
Halton Regional Council 2023–2026



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Message from Regional Chair Gary Carr

On behalf of Halton Regional Council, I am pleased to share this **Term in Review** Report, highlighting the key outcomes from Council's 2023-2026 Strategic Business Plan.

Throughout this Term of Council, Halton Region has achieved meaningful progress across all strategic priority areas. The report outlines selected accomplishments and demonstrates how our work has strengthened services, supported planned growth, advanced environmental sustainability and community well-being while fostering an inclusive and resilient region. Over the past four years, Halton Region has continued to deliver essential programs, services and infrastructure that contribute to a high quality of life for residents.

Our progress has been made possible by the dedication of Regional staff and the strong partnerships we share with our Local Municipalities and community organizations. Together, we have responded to changing community needs and made thoughtful investments that support the long-term wellbeing of our region.

As this term of Council comes to a close, I would like to thank my fellow members of Regional Council, our staff, and our partners for their leadership, collaboration, and ongoing commitment to serving the Halton community.

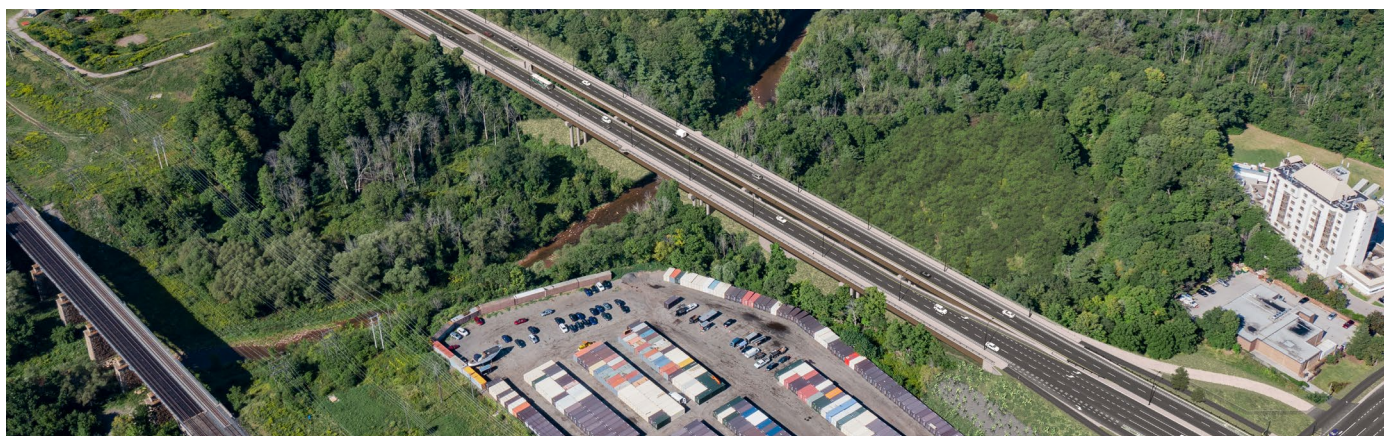
To learn more about the Strategic Business Plan and the initiatives highlighted in this report, please visit [halton.ca/strategic plan](https://halton.ca/strategic-plan).

Sincerely,

Gary Carr
Gary Carr
Halton Regional Chair

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Halton's Vision and Mission

VISION

A welcoming and inclusive community that is sustainable, economically strong, equitable and safe.

MISSION

To enhance the quality of life in Halton for all – today and into the future.



Guiding Principles

Underlying the 2023-2026 Strategic Business Plan is a commitment to being an innovative, fiscally responsible and engaging organization that is transparent and accountable. Alongside this commitment, the following three guiding principles form the foundation of the plan.

1 PARTNERSHIPS

Halton Region and its Local Municipalities (City of Burlington, Town of Halton Hills, Town of Milton, and Town of Oakville) work together to provide effective and efficient programs and services to all. The Region also works with community partners and agencies to deliver important services. These relationships are essential to address community needs and contribute to the high quality of life in Halton. The Strategic Business Plan 2023-2026 also reflects continued collaboration with the Provincial and Federal Governments to advance shared priorities and ensure that we are well positioned to respond to emerging issues, including those in provincial direction.

2 STRATEGIC LENSES

Halton Region's commitment to each of the following important initiatives will inform the implementation of the priorities detailed in the plan:

- Equity, diversity and inclusion;
- Advancing Truth and Reconciliation;
- Taking action to address climate change; and
- Protecting the environment.

3 UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

The United Nations Sustainable Development Goals (SDGs) are a collection of 17 goals that aim to address global challenges. The goals set an ambitious target to build a more sustainable, self and prosperous future for all. The Region is supportive of the SDGs and is committed to actions to help achieve them.

Strategic Business Plan 2023-2026: **Foreward**

The 2023-2026 Strategic Business Plan defines 17 Goals which are organized into four different Strategic Themes.

The four themes for Strategic Business Plan 2023–2026 are:

COMMUNITY WELL-BEING

INFRASTRUCTURE AND GROWTH



CLIMATE CHANGE AND THE ENVIRONMENT

EXCELLENCE IN GOVERNMENT

This Term in Review report provides an overview of the 2023-2026 Strategic Business Plan. Organized by Strategic Theme, it **highlights key outcomes, advancements and measures of success achieved** toward the Goals. To bring progress to life, the report also features in-depth profiles of **key feature projects** under each Theme, offering deeper insight into how strategic priorities are being translated into action across the organization.

This Strategic Business Plan focused on areas where change, improvement or new investment was most needed, but it does not capture every program and service the Region delivers. These ongoing services keep people healthy and safe, protect our environment, and keep critical systems and programs running. They may not appear as actions in a strategic plan, but they remain foundational to our work and continue to be a priority.

Community Well Being



Halton Region is committed to protecting and enhancing the health and safety of the community. Our programs and services continue to evolve in response to changing demographics and diverse needs of residents. These examples also reflect the Region's ongoing focus on collaborating with partners to ensure residents have the supports needed to stay safe and healthy. The highlights below and key projects detailed in the following pages illustrate how the Region has advanced the supporting Goals of this Strategic Theme.

GOALS

- 1 Expand assisted housing, supportive housing and emergency shelter options in partnership with the Federal and Provincial Governments.
- 2 Prevent illness and improve the health of residents while reducing health inequities.
- 3 Improve Paramedic Service response times.
- 4 Advance community safety and wellbeing.
- 5 Align key human services with new Provincial policy directions.



Community Well Being focuses on collaborating with partners to deliver the programs, services and supports that the community needs to be safe and healthy.

HIGHLIGHTS



Added **339 new assisted and supportive housing opportunities** across Halton.



The Region's Building Safer Communities initiative **reached over 26,700 youth** across Halton through funded community programs and youth engagement initiatives focused on crime prevention and intervention.



In 2025, Paramedic Services responded to **over 66,000 calls** and **transported 38,000 patients**.



Invested **over \$15 million through Community Investment Fund**, supporting essential programs that enhance health safety and quality of life for residents.



Regional Council **approved \$1.0 million** in annual operating funding to support **Food for Life and Feed Halton** with core operating costs and enhanced collaboration with the food rescue and food bank sector.

Community Well Being



Goal: Expand assisted housing, supportive housing and emergency shelter options in partnership with the Federal and Provincial Governments.

Impact in Action | Assisted & Supportive Housing

PROJECT OBJECTIVE

This term, the Region continued to expand affordable and supportive housing options for residents experiencing housing instability, including seniors and individuals with complex needs. The Region has continued to improve housing outcomes from individuals experiencing homelessness, including integrated encampment response with local municipalities and HRPS. Halton's implementation of the Comprehensive Housing Strategy 2025–2035 will continue to guide assisted housing growth through partnerships with the Federal and Provincial Governments.

IMPACTS & OUTCOMES

- **Delivered 339 new assisted and supportive housing opportunities**, including 63 seniors' units and a **Community Wellness Hub** at 265 Kerr St. Oakville and 14 new units at 1258 Rebecca.
- **Currently advancing 46 new affordable housing units** at 1001 Kennedy Circle, Milton. Expected occupancy 2026.
- **Supported 200+ people in moving indoors** through strengthened encampment response and supportive housing system improvements.
- **Developed the Comprehensive Housing Strategy 2025-2035**, setting a clear path to expand assisted and supportive housing, protect existing stock, and strengthen homelessness response amid rising demand.
- Improved housing stability for low-income households through **HATCH system enhancements** and a streamlined digital Housing Stability Fund application process.
- Completed **18 essential capital repair and accessibility projects** across 13 Community Housing Providers through 2024 federal and provincial funding.
- **Funding partnership with the Federal and Provincial Governments** to accelerate housing delivery and system improvements, supporting the Region in responding to rising demand while protecting core services.
- Collectively, these achievements reflect a shift toward a more coordinated, prevention-focused, and long-term approach to housing and homelessness in Halton.

RECOMMENDATIONS / NEXT STEPS

The Region will continue advancing priorities identified in the Comprehensive Housing Strategy 2025-2035 and advocate for Provincial and Federal partnerships to advance the Region's 535 shovel-ready assisted and supportive housing units focused on supporting households most in need. Immediate next steps will focus on advancing the 72 units across 5 assisted and supportive housing projects currently underway.

MILESTONE TIMELINE

October - November 2024

Community partner consultations completed for the Comprehensive Housing Strategy 2025-2035.

June 2025

Council approves the Comprehensive Housing Strategy 2025-2035.

January 2023 - January 2026

Completed six projects delivering a total of 339 assisted and supportive housing opportunities through Regional developments, partnerships on third-party developer projects, and strategic property acquisitions including:

1. **September 2023** – Normandy Place, Oakville (70 units)
2. **June 2024** – Bethany Residences (128 beds)
3. **February 2025** – Old Bronte Road, Oakville (25 units)
4. **June 2025** – Kerr Street, Oakville (63 units)
5. **October 2025** – Queensway Drive, Burlington – Modular Units (4 units)
6. **October 2025** – Purchase of City View Motel for conversion (21 supportive housing units)
7. **January 2026** – 1258 Rebecca St, Oakville (14 units)



Community Well Being

Goal: Prevent illness and improve the health of residents while reducing health inequities.



Impact in Action | Enforcement of ISPA

PROJECT OBJECTIVE

In support of improving the health of residents, the Region implemented a phased, multi-year work plan for the full enforcement of the *Immunization of School Pupils Act* (ISPA), following the resumption of enforcement in the 2023–2024 school year. ISPA requires students to be vaccinated against nine designated diseases or have a valid exemption. The project aims to achieve full ISPA compliance among students in Grades 2 to 12 by the end of the 2026–2027 school year, supported through coordinated outreach, school-based processes and strengthened data and clinical operations.

IMPACTS & OUTCOMES

- Following renewed enforcement in the 2024–25 school year, immunization **compliance reached 93% for older students** (ages 16–17) and **90% for younger students** (ages 7–8), indicating strong adherence to ISPA requirements.
- When compared to May 1, 2024, coverage for ISPA-required vaccines increased notably by May 1, 2025, for all grades that underwent ISPA enforcement during the 2024–2025 school year, demonstrating the effectiveness of ISPA enforcement.
- Specifically, for **students aged 7–8 coverage for ISPA-required vaccines increased from 9% to 88%** and for **students aged 16–17 coverage increased from 54% to 90%** between May 1, 2024, and May 1, 2025.
- These improvements reflect the success of targeted enforcement, enhanced parental communication, and streamlined processes that support families in meeting provincial immunization requirements.

RECOMMENDATIONS / NEXT STEPS

The enforcement approach that resumed in 2023–24 will continue through 2025–26, with the target of full ISPA enforcement for Grades 2–12 by end of 2026–27.

MILESTONE TIMELINE

2023–2024

Return of ISPA enforcement following pandemic disruptions; foundation for multi-year enforcement plan.

April 2024

Completed ISPA enforcement among Grade 11 & 12 students.

March 2025

Completed ISPA enforcement among Grade 9 to 12 students.

April 2025

Completed ISPA enforcement among Grade 2, 7, & 8 students.

April & May 2026

Planned ISPA enforcement among Grades 2–4, 7, 8, 9–12.



Community Well Being

Goal: Prevent illness and improve the health of residents while reducing health inequities.



Impact in Action | Mobile Sexual Health Services

PROJECT OBJECTIVE

Transition of the fixed-site sexual health clinics in Milton, Acton, and Georgetown to a mobile service model operating at community partner locations in North Halton demonstrated progress toward reducing health inequities. The fixed sites had low utilization prior to the pandemic, and mobile clinics offer a more cost-effective option than maintaining multiple permanent locations. Shifting to a mobile model can improve the reach and effectiveness of sexual health services by focusing on priority populations and leveraging established community partnerships. This transition will enhance accessibility and flexibility, particularly for individuals who face barriers to traveling to traditional fixed site clinics. Mobile services will bring care directly to priority populations where they live, work, and spend time—such as community housing sites, service organizations, shelters, schools, and youth centres. This model enables responsive, community-based service delivery and supports equitable access to sexual health services for all residents.

IMPACTS & OUTCOMES

- Increased accessibility was achieved as residents had **improved access to sexual health services** without the need to travel to fixed locations.
- **Equity in service delivery** was enhanced by mobile clinics reaching underserved and high-need populations, thereby reducing disparities in sexual health care.
- **Timely and convenient access** to testing, education, and treatment enabled prevention and early intervention for sexually transmitted infections, which improved client health outcomes.
- **Operational flexibility** was strengthened as the mobile model allowed the health unit to **adapt to changing community needs** and allocate resources efficiently.
- By bringing services directly into neighbourhoods, the mobile team **built stronger relationships with community members** and helped more people learn about available sexual health services.

RECOMMENDATIONS / NEXT STEPS

Evaluation of mobile sexual health services from the client perspective is currently underway and is expected to be completed by June 2026. Sexual Health Services is also exploring expanded use of the mobile clinic for health promotion activities and to increase awareness of sexual health at community events.

MILESTONE TIMELINE

August 2022 – Decommissioning of fixed Acton sexual health clinic.

March 2023 – Purchase of Medical Van.

May 2023 – Electronic Medical Record (EMR) procurement.

July 2023 – Closure and decommissioning of fixed Milton clinic.

March 2024 – Closure of fixed Georgetown sexual health clinic.

May 2024 – Arrival of the Medical Van, with vehicle wrap design incorporating an EDI lens.

July 2024 – Launch of mobile sexual health clinic at Halton Hills Youth Centre, Georgetown.

May 2025 – Launch of Milton clinic at the First Ontario Arts Centre.

October 2025 – Launch of Acton clinic at the Acton Arena.

December 2025 – Initiated an evaluation of the mobile sexual health services with clients.



Community Well Being

Goal: Improve Paramedic Service response times.



Impact in Action | Paramedic Services Master Plan

PROJECT OBJECTIVE

The Halton Region Paramedic Services Master Plan Update sets a 10-year roadmap to strengthen emergency response across the Region. The Plan identifies future paramedic station locations and the resources required to meet anticipated population growth and rising service demands. It outlines the operating and capital investments needed to deliver timely, effective, and sustainable paramedic services for the community.

IMPACTS & OUTCOMES

- **Completion of the new Paramedic Services Master Plan provides** Council with a clear, evidence-based roadmap to guide the growth of Paramedic Services over the next 10 years, based on demand forecasting, response modeling, and population growth projections.
- The Master Plan will help Halton Region **maintain strong emergency response times and reliable service** as the population grows by introducing a modern hub-and-spoke model that optimizes resources and deployment.
- The plan identifies the **need for two regional hubs, with the potential for a third, and fourth new community stations** to better serve high-growth areas, improve coverage, and reduce capacity constraints at existing stations.
- The Master Plan outlines the need for **additional ambulance hours and staff, including frontline paramedics and support roles**, to align workforce planning with service demand. It included future infrastructure needs to support the plan.
- In 2024, the Community Paramedic Programs **diverted 1,542 potential 911 paramedic responses/emergency department visits**.

RECOMMENDATIONS / NEXT STEPS

Regional staff will continue to implement the Paramedic Services Master Plan, including the expansion of community paramedic programs and strengthened collaboration with healthcare partners to help reduce unnecessary hospital visits, improve patient outcomes, and effectively manage future service demand.

MILESTONE TIMELINE

September 2024

Regional Council approved the Paramedic Services 10-Year Master Plan Update.

October 2024

Regional Council adopted Paramedic Services Facilities Development Update, including beginning design on headquarters.

October 2024

Early-stage capital funding confirmed.

March 2026

Plan to update the Master Plan due to higher than anticipated call volumes in 2024 and 2025.



Community Well Being

Goal: Align key human services with new Provincial policy directions.



Impact in Action | CWELCC System

PROJECT OBJECTIVE

Halton Region is the legislated Service System Manager responsible for planning and oversight of the early learning and child care system. In 2022, the Federal and Provincial Governments signed the Canada-Ontario Early Learning and Child Care (CWELCC) Agreement. It is arguably the most significant social policy transformation impacting children and families. It commits to reducing child care fees for children 0-5 years old to \$10 a day and comes at a time when many families struggle with the high cost of living. Access to affordable child care has enabled parents and caregivers (predominantly females) to return to the workforce, strengthening economic competitiveness.

Under CWELCC, the Region's role and accountability has significantly increased. Annual funding from the Provincial Government has grown from approximately \$62 million in 2019, to over \$267 million in 2026. The Region is responsible for program administration and oversight of this significant investment. To respond to provincial expectations, the Region increased its ability to support the sector, including elevating the financial acumen, risk management and audit capacity of staff.

IMPACTS & OUTCOMES

- **Advances gender equity** by making child care financially attainable, enabling parents to return to work.
- **Increases the affordability of licensed child care** for children aged 0-5 in Halton and parents pay a maximum of \$22 a day.
- **Onboarded 104 child care operators (with 274 total sites)** into CWELCC since 2022.
- **Will have implemented close to 20,000 licensed CWELCC spaces** in Halton by the end of 2026.
- **Developed a Regional Council approved Directed Growth Plan** that guides go-forward CWELCC space allocation to meet the needs of Halton families.

RECOMMENDATIONS / NEXT STEPS

Halton will continue to advocate to the Provincial government for more CWELCC funding and spaces to meet the needs of Halton's growing community, as well as a space allocation methodology that more accurately reflects community need. Additionally, Halton will monitor Federal-Provincial negotiations on a longer-term CWELCC agreement.

MILESTONE TIMELINE

March 2022

Federal-Provincial Governments signed CWELCC Agreement (April 2022-March 2026) reducing fees by 25% from March 2022 levels, to a floor of \$12 per day.

In 2023

Parent fees decreased by 52.75% from March 2022 levels, to a floor of \$12 a day.

In 2025

Parent fees decreased to a maximum of \$22 a day. New benchmark funding model implemented.

June 2025

Halton Region awarded new CWELCC spaces (for 2026) to successful child care operators through an application process.

December 2025

Federal and Provincial governments announced a one-year extension to the CWELCC agreement (now ending March 31, 2027) while they negotiate a longer-term agreement.



Infrastructure and Growth



Halton Region is committed to ensuring that the infrastructure and services required to support a high quality of life are in place as the community continues to grow. The Region plans for and delivers the infrastructure needed to accommodate growth, while continuing to make strategic investments that enhance transportation network options and maintain critical infrastructure in a state-of-good repair. The highlights below, and key projects detailed in the following pages illustrate how the Region has advanced the supporting Goals of this Strategic Theme.

GOALS

- 1 Deliver Regional infrastructure required to support housing growth and economic development in the Halton municipalities.
- 2 Maintain the Region's infrastructure in state-of-good repair.
- 3 Promote enhanced broadband services including 5G technology in both rural and urban areas as a key socio-economic driver.
- 4 Improve access to transit, cycling and other active transportation on Regional roads.



Infrastructure and Growth focuses on ensuring that the necessary infrastructure and services are in place to maintain a high quality of life as the region continues to grow.

HIGHLIGHTS



Completion of over 30 km of trunk water and wastewater mains to connect Georgetown to lake-based water and wastewater services to support future growth and protect groundwater resources. The project included the successful **transfer of 15,000 residents and businesses in South Georgetown** to the lake-based system allowing existing customers to continue receiving high quality water and wastewater services while supporting growth in Milton and Halton Hills.



Successfully **completed all Bill 23 transition and training activities** with Halton's Local Municipalities by ensuring a smooth shift of planning responsibilities mandated under Provincial legislation.



80% of Regional infrastructure rated good or very good condition, demonstrating strong long-term asset performance.



Launched the Halton Digital Access Municipal Services Corporation – establishing governance, structure and mandate needed to accelerate broadband 5G expansion. Positioned the organization to now lead the **next steps towards connectivity improvements** for residents and businesses across both urban and rural Halton.

Infrastructure and Growth



Goal: Deliver Regional infrastructure required to support housing growth and economic development in the Halton municipalities.

Impact in Action | Integrated Master Plan

PROJECT OBJECTIVE

The Integrated Master Plan (IMP) for Water, Wastewater, and Transportation is a long-term, flexible infrastructure strategy to support growth to 2051. It ensures safe drinking water, effective wastewater treatment, and a multi-modal transportation network for drivers, transit users, cyclists, and pedestrians. The plan optimizes system capacity, supports sustainability and climate resilience, and aligns investments with Local Municipal priorities and population and employment growth forecasts. By integrating these services under one framework, the plan provides a proactive, environmentally responsible blueprint for resilient and efficient service delivery across the Region.

IMPACTS & OUTCOMES

- Aligns Regional and Local Municipal planning with provincial housing objectives and growth objectives, ensuring **coordinated infrastructure delivery** across all Halton municipalities.
- **Strengthens system resiliency and flexibility** by maximizing capacity, extending asset life, and maintaining reliable service as growth evolves.
- Supports sustainability through **groundwater protection**, balancing lake-based and groundwater systems, and **prioritizes active transportation and transit infrastructure to support climate resilience**.
- Introduces a preferred **multi-modal transportation network strategy** featuring a connected Transit Priority Corridor Network, an updated active transportation network (including protected intersections and a framework to assess grade separated active transportation crossings), and targeted corridor and road widening improvements to meet long term travel demand.
- Provides a foundation for a **\$4.995 billion capital program** (2032–2051), and initiates next steps for a Development Charges Bylaw update.
- **Strengthens engagement and transparency** through extensive consultation with municipalities, Indigenous communities, agencies, and the public.
- Ensures **regulatory compliance** by completing the Municipal Class Environmental Assessment process approach #1 for Master Plans, positioning Halton for timely approvals and implementation.

RECOMMENDATIONS / NEXT STEPS

Following the public review period, next steps will be implementation including initiating the Roads Rationalization Study, Development Charges (DC) Background Study and By-law update, and preparing a Development Financing Plan to secure funding for the \$4.995 billion infrastructure program identified in the Integrated Master Plan.

MILESTONE TIMELINE

Summer 2022 – Integrated Master Plan (IMP) commenced.

November 2023 – Public Information Centre (PIC) #1 opened (virtual from Nov 27, 2023 to Jan 2, 2024) to present vision and baseline information. Through PIC#1 the Project website was viewed more than 2,000 times.

January 2025 – Council workshop #1 provided an overview of the IMP including the study status, and the process to develop infrastructure strategies.

April 2025 – PIC #2 launched (Apr 10) to present preliminary preferred strategies.

May 2025 – PIC #2 closed (May 12) following public consultation. The project website was viewed approximately 2,600 times.

June 2025 – Regional Council Workshop #2 on the transportation component of the IMP including the vision, criteria, modelling and infrastructure plan, and a summary of input collected during PIC #2.

July 2025 – Through PW-08-26, Enhanced Connectivity and Safety at Intersections, staff were directed to investigate options for separated crossings to enhance connectivity for communities in support of the Region's active transportation network.

November 2025 – Council adopted IMP servicing strategies to support growth to 2051.

March 2026 – Notice of Master Plan issued for 30-day public review.

Infrastructure and Growth



Goal: Deliver Regional infrastructure required to support housing growth and economic development in the Halton municipalities.

Impact in Action | 2023 Allocation Program

PROJECT OBJECTIVE

Halton Region's Allocation Program ensures the timely delivery of growth-related water, wastewater and road infrastructure by serving as a financing tool used to proactively plan for, fund, and construct critical infrastructure needed to support Local Municipalities in meeting their housing goals and economic growth priorities. It maintains Halton's long-standing principle that "growth pays for growth" while ensuring sufficient servicing capacity is available to advance residential development.

Provincially assigned Local housing pledge targets accelerated residential development timelines, requiring projects aligned with existing growth priorities to proceed much earlier than anticipated. In response, the Region created the 2023 Allocation Program, which built on past approaches by assigning system capacity to Single Dwelling Equivalents (SDEs) and introduced Infrastructure Dependent Units (IDUs), allowing development to proceed through the application process before servicing capacity is available. The approval of the program's Development Financing Plan accelerated several key infrastructure projects and IDUs serve as a structured queue, reserving future system capacity in an orderly, transparent way as new infrastructure comes online.

IMPACTS & OUTCOMES

- **Secured \$3.2 billion in growth-related infrastructure financing**, supporting advanced delivery of critical water, wastewater, and transportation infrastructure.
- Introduced IDUs to provide a **clear, flexible process for accessing future system capacity** and advancing development applications.
- **Strengthened collaboration** between Halton Region, Local Municipalities, and the development community toward shared housing and growth objectives.
- Provided **cost certainty** for participating developments by maintaining stable Development Charge rates and avoiding indexing increases during market volatility.

RECOMMENDATIONS / NEXT STEPS

An annual Enhanced Growth Monitoring (EGM) process was established to track servicing capacity, allocate it to IDUs fairly, and provide clear visibility into residential development progress.

MILESTONE TIMELINE

May 2023 – The Region issued a Request for Expression of Interest (REOI) to gauge developer readiness towards short-term residential development and to confirm interest in the development of a new Allocation Program.

July 2023 – Regional Council approved the development of options for a new Allocation Program support housing pledges.

October 2023 – Initial Allocation Program framework presented to Council for consideration as the basis for developing the new 2023 Allocation Program.

December 2023 – The first draft of the 2023 Allocation Program introducing IDUs was released followed by additional and significant consultation with Local Municipalities and the development community.

February 2024 – Regional Council approved the 2023 Allocation Program and associated Development Financing Plan.

March 2024 – Local Municipalities approved distribution of servicing capacity; Allocation Program agreements finalized.

April 2024 – 2023 – Allocation Program opened for participants.

May 2024 – Commitment of participants was secured, and confirmation that the minimum subscription required to proceed with the program was met.

July–December 2024 – Program agreements executed, marking the commencement of the 2023 Allocation Program with 29,787 units (approx. 16,426 SDEs).

Infrastructure and Growth



Goal: Deliver Regional infrastructure required to support housing growth and economic development in the Halton municipalities.

Impact in Action | Police Services 1 District Facility Build

PROJECT OBJECTIVE

The Halton Regional Police Service (HRPS) has been implementing a comprehensive facility renewal plan, completing the 3 District facility in 2006, the 2 District facility in 2010, and the HRPS Headquarters in 2018. This project addresses the final major facility gap in the plan through the development of the 1 District facility. Investment in purpose-built, strategically located police facilities ensures effective emergency response and public safety services while supporting growth in new residential and employment areas and contributing to resilient, complete communities.

IMPACTS & OUTCOMES

- **5.25 acres of land acquired and serviced** to support the HRPS 1 District facility build. In addition, **4.25 acres land acquired and serviced** at the same time for future Regional use (proposed Paramedic Services North Hub facility).
- **Construction of HRPS 1 District facility started** and nearly complete.
- Upon completion of the 1 District facility build, the 1 District facility will provide HRPS capacity to **consolidate the 1 District operations (serving residents of Milton and Halton Hills) from 2026 to 2041 into one facility** and serve residents beyond 2041.

RECOMMENDATIONS / NEXT STEPS

Work will continue on completing the 1 District facility build, followed by a handover to the HRPS for final preparations and completion of the move.

MILESTONE TIMELINE

December 2019 – Executed the Land Exchange and Cost Sharing Agreement with a development partner to complete the pre-development studies and bring the lands to a developable state

July 2022 – Completed the pre-development studies (SIS).

December 2022 – Completed acquisition of required lands (lands acquired include parts of Hornby Park from the Town Halton Hills, a Residential property and parts of a private farmland). Completed the design and permitting of the pre-development works required to service the lands.

May 2023 – Began the construction pre-development works required to service the lands.

May 2024 – Completed 1 District Facility design and permitting, and started construction.

May 2025 – Completed the construction pre-development works required to service the lands.



November 2024



March 2026

Infrastructure and Growth



Goal: Improve access to transit, cycling and other active transportation on Regional roads.

Impact in Action | Advanced Traffic Management System

PROJECT OBJECTIVE

The Advanced Traffic Management System (ATMS) represents a significant modernization initiative aimed at improving the efficiency and safety of Halton Region's transportation network. This system integrates traffic signal controllers with Intelligent Transportation System (ITS) devices—including detection sensors, CCTV cameras, dynamic message signs, and emergency pre-emption tools—into a single, coordinated platform. Through centralized monitoring and control at the Regional Traffic Management Centre, ATMS enables staff to make proactive, data-driven decisions to optimize traffic flow, reduce congestion, and respond quickly to incidents. The system also incorporates advanced features such as adaptive signal timing and inter-municipal data sharing, ensuring seamless coordination across all municipalities and supporting future smart mobility initiatives.

IMPACTS & OUTCOMES

- The ATMS will **enable the implementation of additional measures**, like Adaptive Technologies, that **can optimize signal timing and reduce overall corridor delays** and congestion.
- It will **enhance road safety** by enabling faster incident detection and response, reducing the risk and severity of collisions.
- **Centralized monitoring and control** will make traffic operations **more efficient, improving coordination** between municipalities and reducing the need for manual interventions.
- Reduced stop-and-go traffic will **lower fuel consumption and vehicle emissions**, contributing to environmental sustainability.
- **Real-time data collection and analysis** will support informed decision-making for future infrastructure investments and traffic management strategies.
- The system provides a **future-ready platform** that can integrate adaptive signal control and emerging smart mobility technologies.

RECOMMENDATIONS / NEXT STEPS

Next steps include finalization of the scope and project charter for the Burlington phase with the goal of bringing all Regional signals online by the end of 2026. There will be continued engagement with the City of Burlington as well as continuation of the fiber audit to close gaps in Milton and Halton Hills.

MILESTONE TIMELINE

2018 – Regional Council approved Advanced Traffic management System (ATMS) implementation.

2021 – Procurement and implementation of ATMS.

Q2 2023 – 113 ATMS signals were brought online in Oakville.

Q2 2024 - Traffic Monitoring Centre operational, including the video wall and workstations.

Q4 2025 – Pilot project initiated with the Town of Oakville, Metrolinx and the Ministry of Transportation for adaptive signal technology on Trafalgar Road from Cornwall Road to Leighland Avenue. The pilot is investigating effectiveness of real time traffic signal timing adjustments.

- 22 ATMS signals were brought online in Halton Hills.
- 84 ATMS signals were brought online in Milton.

2026 – 72 ATMS signals scheduled to be brought online in Burlington



Climate Change and the Environment



Halton Region is committed to protecting the environment and taking action to address climate change. Reducing our collective carbon footprint and mitigating the impacts of climate change has been a priority over this term. The highlights below, along with the key projects outlined in the following pages, demonstrate how the Region has advanced the supporting Goals of this Strategic Theme.

GOALS

- 1 Take action to achieve a corporate target of net-zero greenhouse gas emissions prior to 2045.
- 2 Partner with the Local Municipalities and other Halton stakeholders to advance a collective community climate change response.
- 3 Maximize residential waste diversion in Halton.
- 4 Partner with Conservation Authorities, the Local Municipalities and other stakeholders to protect the environment.



Climate Change and the Environment focuses on reducing our collective carbon footprint to mitigate the impacts of climate change.

HIGHLIGHTS



Delivered **Halton's first Passive-House-Certified multi-residential building** at 265 Kerr Street, advancing **high-efficiency building design** and supporting the Region's long-term decarbonization goals.



Completed major capital upgrades through Halton Community Housing Corporation to improve building safety, reliability, and energy performance and contributed to **reducing greenhouse gases by 28%** for these assets.



Diverted 132,101 total tonnes of material from landfill through recycling, organics and reuse programs in 2024.



Showcased provincial and national leadership in freshwater protection by **co-hosting the 2025 Ontario Water Leaders Summit**, bringing together over 100 municipal, Indigenous, governmental, and industry representatives to advance shared action on Great Lakes resilience.

Climate Change and the Environment



Goal: Take action to achieve a corporate target of net zero greenhouse gas emissions prior to 2045.

Impact in Action | Corporate Climate Action Plan

PROJECT OBJECTIVE

In 2022, to ensure a collective response and good governance, an interdepartmental Climate Action Response Team (CART) was established to support the development of the Region's Corporate Climate Action Plan and determination of the corporate greenhouse gas (GHG) emission reduction target. In 2023, Regional Council endorsed the Corporate Climate Action Plan and corporate net zero emission target of 2045.

The Corporate Climate Action Plan supports the achievement of the corporate net zero target and acts as a framework for the Region's corporate activities. This Plan propels a collaborative and coordinated approach to adapt to the changing climate, establish a pathway for greenhouse gas (GHG) emission reduction efforts, further supports regional partners and partnerships, and leverages financial opportunities to advance a sustainable, low-carbon future for the Region.

IMPACTS & OUTCOMES

- **Achieved all five milestones** of the Partners for Climate Protection (PCP) Program.
- In 2024, Halton Community Housing Corporation (HCHC) was **awarded \$7 million** from Canadian Mortgage Housing Corporation to undertake **energy efficiency measures**, with an additional \$16.9 million committed by the Region through the annual capital budget.
- In 2025, **HCHC exceeded the 25% greenhouse gas (GHG) emissions reduction goal**.
- As of January 2025, **stationary combustion emissions from corporate facilities were reduced by over 400 tonnes of CO₂e** since 2023.
- Since 2023, **14 hybrid technology vehicles** have been added to the regional fleet alongside **3 electric forklifts**. Work to develop a Regional EV and infrastructure strategy is ongoing.
- The **Climate Change and Health in Halton Region Report** was completed in 2024.
- **Nitrous Oxide emissions measurement were installed** at Wastewater Treatment Plants.
- Strengthened climate action capacity through partnerships.

RECOMMENDATIONS / NEXT STEPS

Annual tracking and reporting of corporate climate action to Regional Council will continue to provide transparency and evidence-based progress towards Regional climate goals and the net zero emissions by 2045 target. An update to the Corporate Climate Action Plan will begin in 2026.

MILESTONE TIMELINE

September 2019 – Climate Emergency declared by Halton Regional Council.

December 2021 – Establishment of the Climate Change Response and Sustainability Team.

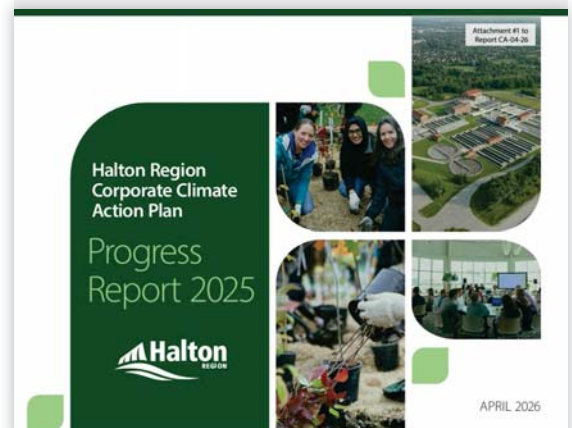
September 2022 – Launch of the interdepartmental Climate Action Response Team (CART).

November 2023 – Milestones 2 & 3 of the Partners for Climate Protection program achieved with the endorsement of Corporate Climate Action Plan and corporate greenhouse gas (GHG) emission reduction target of Net Zero by 2045 by Regional Council.

January 2025 – Milestones 4 & 5 of the Partners for Climate Protection program achieved with the 2024 Corporate Climate Action Plan Progress Report.

April 2025 – Update of corporate greenhouse gas (GHG) emissions inventory completed. Launch of Climate Dashboard to support tracking and reporting of the Corporate Climate Action Plan.

April 2026 – 2025 Corporate Climate Action Plan Progress Report.



Climate Change and the Environment



Goal: Maximize residential waste diversion in Halton.

Impact in Action | Waste Management Levels of Service Updates

PROJECT OBJECTIVE

Halton Region is advancing its Solid Waste Management Strategy (2023–2030) to increase waste diversion, reduce greenhouse gas emissions, and align with sustainability and growth objectives. This project focuses on implementing key initiatives that support a circular economy, optimize waste collection services, and ensure compliance with evolving provincial regulations. Activities include transitioning the Waste Diversion Fund into a Community Circular Economy Fund to broaden support for community-driven circular economy programs, supporting the Blue Box transition to a provincial program led by producers, and finalizing service levels for new long term waste collection contracts. These efforts will enhance resource recovery, extend landfill life, and foster innovative solutions that minimize waste generation while maintaining efficient and equitable service delivery across Halton.

IMPACTS & OUTCOMES

- Halton Region implemented the Community Circular Economy Fund, **expanding eligibility and supporting innovative waste reduction initiatives** that align with sustainability goals.
- Circular economy programs funded through this initiative are **projected to increase Halton’s waste diversion rate by 1%** and **reduce greenhouse gas emissions** by approximately 584 tonnes of carbon dioxide equivalent annually.
- The Solid Waste Management Strategy positions Halton to **increase diversion from 59% to up to 65%, reduce GHG emissions by up to 13,030 tonnes of carbon dioxide** equivalent per year and **extend the life of the landfill**.
- New long term solid waste collection contracts were awarded, ensuring **service continuity and modernization**.
- Halton Region successfully supported the **transition of the residential Blue Box program** to a producer-led system effective January 1, 2026, ensuring compliance with provincial regulations and minimizing service disruption.

RECOMMENDATIONS / NEXT STEPS

Monitoring to protect landfill capacity and ensure environmental management of the Halton Waste Management Site will continue, and to maintain equitable recycling services, Halton will continue collection for deferred sources until 2031. Work is underway to implement the Wheeled Cart Program, including cart procurement, communications and additional contract staffing. Design improvements to optimize the Waste Management Site and reduce wait times will continue into 2026.

MILESTONE TIMELINE

2023 2024 – Regional Council advanced the modernization of waste collection services through approval of the Automated Collection Demonstration Project and endorsement of recommended future service levels.

November 2024 – Council approved the expansion of the Wheeled Cart collection for garbage to 18,000 households by end of Q2 2025 for broader service transformation.

February 2025 – Council approved the conversion of the Waste Diversion Fund to the Community Circular Economy Fund, to launch in 2026.

2025 – Governance and service frameworks were established to support next-generation solid waste collection, including provisional service levels for front-end and residential collection and preparations for expanded public-space waste services.

July 2025 – The Region secured continuity in Blue Box and Green Cart co-collection through the provincial transition period, minimizing resident impacts from new regulatory changes that came into effect January 1, 2026.



Climate Change and the Environment



Goal: Partner with Conservation Halton, the Local Municipalities and other stakeholders to protect the environment.

Impact in Action | Cootes 2 Escarpment/ EcoPark System

PROJECT OBJECTIVE

The Cootes to Escarpment (C2E) EcoPark System Ecological Corridor Project is a collaborative initiative among nine government and not-for-profit agencies established in 2007 to protect and restore more than 3,900 hectares natural areas, enhance biodiversity, and improve ecological connectivity across the region. Halton Region, as both a landowner and implementation partner, manages Region-owned natural areas and leads on-the-ground restoration actions such as forest management, invasive species control, and native tree plantings, advancing regional environmental stewardship and climate resilience goals.

IMPACTS & OUTCOMES

- **Secured \$3.5 million in federal funding** through Parks Canada's Ecological Corridor Pilot Program, enabling significant investment in local ecological connectivity.
- Advanced the 2021–2030 EcoPark System Strategic Plan by implementing a high-profile pilot project that strengthens regional leadership in biodiversity and climate resilience.
- **Restored a critical north–south ecological corridor** on Halton Region property, improving habitat connectivity between Cootes Paradise and the Niagara Escarpment.
- Completed **invasive species removal and native plantings** along Falcon Creek slopes, enhancing forest edge health and supporting long-term ecosystem recovery.
- Developed a **Forest Management Plan** for the Burlington Landfill site, establishing a framework for ongoing monitoring and stewardship of natural areas.
- **Strengthened partnerships and governance** through formal agreements with Royal Botanical Gardens and active participation in the EcoPark System alliance.
- **Installed over 2,740 metres of wildlife fencing** and **525 metres of bird-friendly decals**.

RECOMMENDATIONS / NEXT STEPS

Regional staff continue to implement the 2021-2030 EcoPark System Strategic Plan and will pursue funding opportunities for the ecological corridor restoration. A recommendation for renewal of the Memorandum of Understanding and Regional funding commitment for 2027-2031 will be brought to Council in 2026.

MILESTONE TIMELINE

July 2021 – Regional Council endorsed the 2021–2030 EcoPark System Strategic Plan and 2022–2026 Memorandum of Understanding to implement the Strategic Plan and secure partner contributions.

December 2022 – EcoPark Ecological Corridor Pilot Program launched to restore ecological corridors within C2E EcoPark System.

January 2023 – Parks Canada awards \$3.5M to the C2E EcoPark System; contribution, Royal Botanical Gardens (RBG) identified to implement the pilot.

May 2023 – Regional Council provided authorization to execute Halton-RBG Agreement

July 2023 – A forest management plan was developed and implemented on the northern portion of the closed Burlington Landfill. Implementation of the plan is ongoing.

Fall 2023 – Fall 2025 – Native tree plantings and invasive species management were completed to enhance habitat quality. Invasive species management continues as needed.



Excellence in Government



Halton Region is committed to strong financial management, advancing Truth and Reconciliation and being an employer of choice focused on Equity, Diversity and Inclusion. Transforming service delivery through innovation is another key priority for the Region. The highlights below and key projects detailed in the following pages illustrate how the Region has advanced the supporting Goals of this Strategic Theme.

GOALS

- 1 Ensure continued financial sustainability through effective financial planning and risk management.
- 2 Enhance service delivery by increasing access to digital services and modernizing the Region's technology platforms.
- 3 Partner in advancing Truth and Reconciliation through meaningful relationships with Indigenous People, Communities and First Nations.
- 4 Be an employer of choice committed to Equity, Diversity and Inclusion.



Excellence in Government focuses on our commitment to strong financial management, Truth and Reconciliation and being an employer of choice as well as transforming service delivery.

HIGHLIGHTS



The Region **sustained top credit ratings**: AAA (Standards and Poors) and Aaa (Moody's), reflecting our strong financial management and long-term financial stability.



Launched SmartParent, a free, evidence-informed text-messaging program providing expectant and new caregivers with customized weekly tips and local resources.



In alignment with the Truth and Reconciliation Commission of Canada (TRC) Call to Action #57, the Region **delivered 29 learning sessions, engagement opportunities, public awareness campaigns and educational installations** to strengthen skill-based training in intercultural competency, human rights, and anti-racism.



Halton Region **recognized as a Greater Toronto Top Employer (2026) for the 15th year**, reflecting Halton's strong commitment to employee wellness, flexible workplace practices and commitment to Equity Diversity and Inclusion.

Excellence in Government

Goal: Ensure continued financial sustainability through effective financial planning and risk management.



Impact in Action | Financial Management

PROJECT OBJECTIVE

The development of comprehensive Financing Plans ensure sustainable funding for Halton Regional services. These plans outline strategies for financing critical infrastructure including roads, water, wastewater, and community facilities, without placing an undue financial burden on tax and rate payers. A key component of this work has been the development of the Region's Asset Management Plan, Masterplans, Allocation programs, and Annual Ten-Year Budget and Business Plans. Asset Management Plans provide an overview of the investment required to maintain the Region's infrastructure in a state of good repair over the next ten years. Masterplans have also been developed for water, wastewater and transportation infrastructure as well as Paramedic Services to understand the financial resources required to accommodate future growth over the long-term. Allocation programs align growth-related costs with development revenues to fund key infrastructure while limiting the impact on existing tax and rate payers. The Region's commitment to long-term financial planning has been foundational in securing a long-standing AAA/Aaa credit rating while keeping property taxes as low as possible.

IMPACTS & OUTCOMES

- The Region publishes an Annual Financial Report and Annual Budget and Business Plan that clearly and accurately presents the Region's financial position and demonstrates financial sustainability through effective financial planning and risk management. Both reports consistently receive the annual **Government Finance Officers Association (GFOA) awards for Financial Reporting and Distinguished Budget Presentation** respectively.
- Annual tax rate increases were kept as low as possible, with an average property tax increase of 2.0% for Regional Services from 2014 to 2026 while maintaining or enhancing core services.

MILESTONE TIMELINE

February 2024 – Regional Council approved the financing plan for the 2023 Allocation Program.

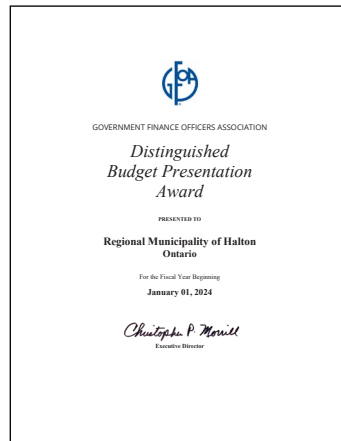
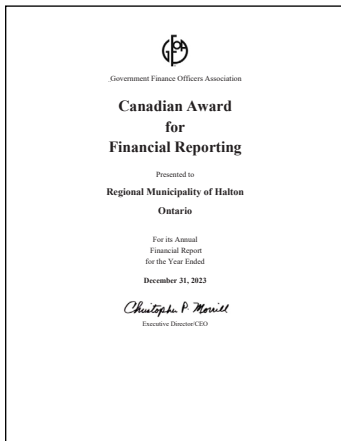
March 2025 – Moody's Investors Service affirmed its top Aaa credit rating for Halton Region for the 38th consecutive year, reflecting strong fiscal management and long-term financial stability.

June 2025 – S&P Global Ratings (S&P) reaffirmed its highest AAA rating for Halton Region for the 23rd consecutive year.

May 2025 – Halton Region received the Government Finance Officers Association (GFOA) Budget Presentation Award for 21 consecutive years and the Canadian Award for Financial Reporting for 19 consecutive years, recognizing excellence in financial reporting, transparency, and alignment with strategic priorities.

June 2025 – Regional Council approved the updated Asset Management Plan, inclusive of a financing strategy that forecasts capital investment needs over the next ten years. The financing strategy is being used to inform future budgets, including the 2026 Business Plan and Budget.

December 2025 – Regional Council approved the 2026 Budget and Business Plan which supports the 2023-2026 strategic business plan and is based on the solid financial planning principles that preserve Halton Region's AAA/Aaa credit rating.



Excellence in Government



Goal: Enhance service delivery by increasing access to digital services and modernizing the Region's technology platforms.

Impact in Action | Digitization of Services

PROJECT OBJECTIVE

Throughout this term, there has been a focus on creating more intuitive and accessible digital pathways that allow residents to engage with the Region at their convenience and through their preferred channel. The Region has been focusing efforts on streamlining processes such as support program applications, issue reporting, appointment booking, and digitizing access to community services and is accelerating time-to-market for new digital services. This work is supported by strategic investments in core platforms including SAP S/4HANA, Salesforce, and Microsoft 365, which strengthen foundational capabilities, drive business outcomes, and enhance overall customer experience.

IMPACTS & OUTCOMES

- Digital foundations have been established by taking a strategic, platform-focused approach that directs investments toward solutions that drive consistency, standardization, and measurable outcomes.
- Throughout this term of Council, dozens of new digital services have launched, giving residents 24/7 self-serve access alongside traditional channels.
- The rollout of M365 provides opportunities for enhanced communication and productivity by streamlining collaboration, reducing manual work, and enabling real-time information sharing - empowering staff to work more efficiently and support better service outcomes.

RECOMMENDATIONS / NEXT STEPS

Efforts will continue towards strengthening Halton's digital architecture and cyber security foundation to accelerate delivery of secure, resilient, and high-quality services for residents while improving access and choice. At the same time, the Region will continue unlocking the potential of M365 to empower staff with enhanced with digital capabilities including data analytics, automated workflows, forms and information management.

MILESTONE TIMELINE

2023 – Launched the digital Planning & Engineering Review Intake, making development application submissions and progress tracking faster and easier.

2024

- Launched digital access to subsidized transit passes, allowing low-income riders to apply and renew benefits online.
- Digitized Low Income Financial Benefits application process, reducing paperwork and speeding up support for residents experiencing financial hardship.
- Expanded online services for the Housing Stability Fund for faster access to emergency housing supports for those in crisis.
- Enabled HCHC tenants to submit maintenance requests online for faster responses and better transparency.
- Enhanced digital tools for Children's Developmental Services to give families easier access to referrals, resources and updates.
- Rolled out Microsoft 365 to strengthen collaboration across the organization.

2025

- Completed the SAP S/4HANA migration improving system reliability for core business systems.
- Implemented service standards and system enhancements for Children's Developmental Services to support faster, coordinated service for families.
- Introduced Bring Your Own & Choose Your Own Device and migrated device management to Microsoft Intune to enhance device flexibility and security.
- Upgraded the Ontario Child Care Management System to help families efficiently access childcare supports.
- Upgraded the electronic Patient Care Reporting (ePCR) system to modernize paramedic documentation.

2026 – Implemented a digitized inspection and public disclosure system for health inspectors.

Excellence in Government

Goal: Enhance service delivery by increasing access to digital services and modernizing the Region's technology platforms.



Impact in Action | Resident Flooding Response

PROJECT OBJECTIVE

Halton experienced several extreme rainfall events in 2024, placing significant pressure on residents and Regional services. In response, staff worked tirelessly to support affected households – conducting outreach, completing investigations, and processing emergency grant applications while developing longer-term service improvements. To strengthen future flood response and make supports easier to access, Halton launched new digital tools for residents to report property flooding and apply for the Residential Basement Flooding Grant program online. These tools provide Regional staff and leadership with visibility and reporting capabilities to improve flood response.

These digital enhancements are part of a broader Customer Relationship Management (CRM) system that supports a more coordinated, data-driven response to extreme rainfall events, enhanced flood reporting and recovery services, more targeted infrastructure improvements, and homeowner support programs. These efforts work to improve service to residents and help Council prioritize infrastructure investments.

IMPACTS & OUTCOMES

- The online property flood reporting tool enables real-time incident prioritization, giving staff clearer visibility during high-volume rain events and allowing a faster, coordinated deployment of resources.
- The online grant application streamlines processing and payments for eligible households, reducing administrative effort, shortening turnaround times, and improving overall customer experience during already stressful situations.
- Consolidated data and internal dashboards provide clear insight into system pressures and trends, helping to inform decisions on flood mitigation, infrastructure planning, and funding priorities.

RECOMMENDATIONS / NEXT STEPS

Next steps focus on modernizing and expanding Halton's flood-management services, providing staff with improved tools and processes based on data-driven decision making. The Residential Basement Flooding Subsidy program will be upgraded with a new customer portal to reduce manual effort during peak flooding events and allow staff to focus on direct resident support and on-the-ground response by streamlining applications and enabling status payment tracking with automatic payment options. Upgrades will integrate geospatial data to enhanced internal reporting and dashboards to assist staff in validating properties, assessing risk, and prioritizing investigations and infrastructure improvements. Additionally, a new Household Drainage Survey portal will be developed to manage in-home investigation requests, scheduling and tracking.

Connecting online property flood reporting to the Region's work order management system will support more sophisticated risk mapping and analytics to improve timely 24-7 dispatching of system surcharging investigations. And lastly, implementing a consolidated water / wastewater flow monitoring database will equip staff with reliable data to implement long-term system planning and mitigation strategies. These improvements will ensure residents receive faster and reliable support when they need it most.

MILESTONE TIMELINE

July 2024 – Extreme rainfall events triggered over 2000 operational investigations, initiating the need for enhanced reporting and support services for residents experiencing flooding.

Fall 2024 – Regional staff received and processed 1055 Ex-Gratia Grant applications manually and provided relevant flood assessment information to support processing over 771 City of Burlington Flood Relief Grants.

May 2025 — An online flood reporting and grant application customer portal was launched, enabling timely incident reporting and expediting grant delivery to eligible residents.

Summer 2025 to present — Staff are now able to process grant applications submitted through the 'Residential Basement Flooding Grant Program' digital service, eliminating much of the manual components of the process.

Excellence in Government



Goal: Enhance service delivery by increasing access to digital services and modernizing the Region's technology platforms.

Impact in Action | Cyber Security

PROJECT OBJECTIVE

With the rising risk of cyber security events, municipalities must protect against threats to critical services, resident data, and ensure public trust in protection of data is maintained. This work was initiated to further develop and strengthen Halton's cybersecurity program, integrate evolving cybersecurity standards and best practices across programs and services to ensure secure, resilient and trusted Regional services.

IMPACTS & OUTCOMES

Independent benchmark engagement findings demonstrated strong performance, including:

- **Above average security maturity** with conservative resourcing (compared to peer organizations), demonstrating strong return on investment in foundational security controls.
- Significant **advancement in organizational maturity and capabilities** have been realized with the adoption of best-practice standards across the organization.

RECOMMENDATIONS / NEXT STEPS

The next phase will focus on maturing the Region's cybersecurity program by strengthening organization-wide awareness of cyber risks and best practices. This work will continuously assess capabilities and capacity required to safeguard the Region's systems, data and critical assets and further reinforce the Region's ability to deliver secure, resilient and trusted services for Halton residents.



MILESTONE TIMELINE

2023

- Established the Cyber Security Advisor function, creating a dedicated resource for the initiative.
- Initiated adoption of baseline security benchmarks and best practices.
- Initiated Region-wide cybersecurity awareness campaign and launched development of the Cyber Security Strategy.

2024

- Established Cyber Security Manager role, creating dedicated leadership for program development and expanded team capacity with additional assets.
- Strengthened Region-wide cybersecurity awareness e.g. adopting annual Cyber Security Awareness month while continuing to develop the Cyber Security Strategy.

2025

- Completed an independent third-party security benchmark engagement to validate program maturity and identify opportunities for improvement.
- Realigned Cyber Security team reporting line to the Chief Digital & Information Officer to increase independence and visibility of the function.
- Continued to strengthen Region-wide cybersecurity awareness and implementation of the Cyber Security Strategy.

2026

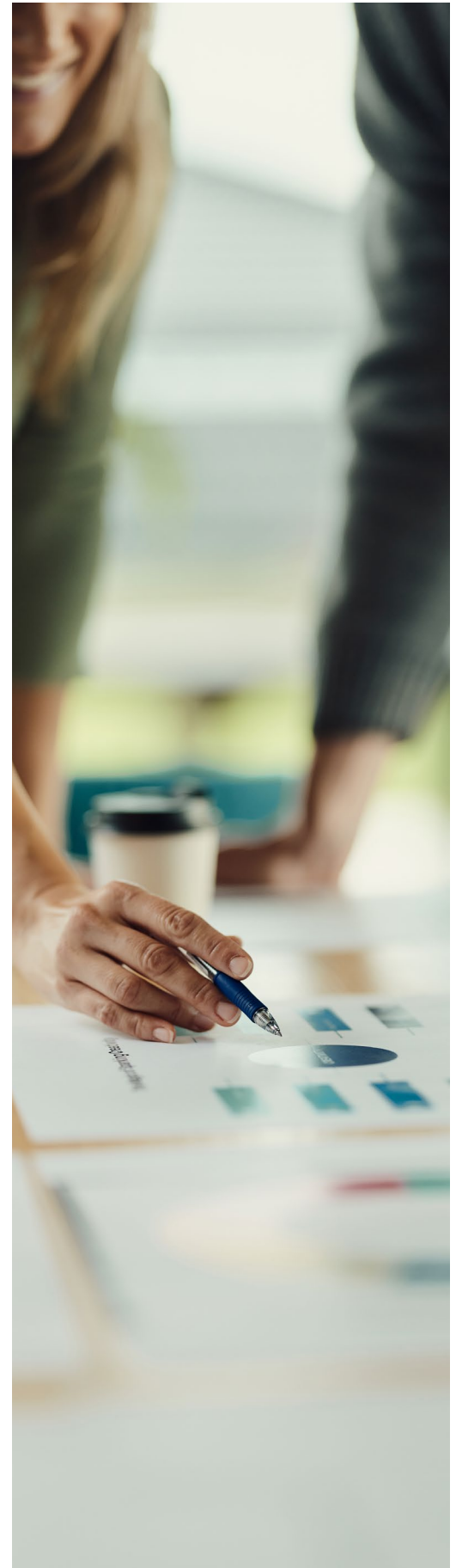
- Initiated a review of existing security solutions to assess fit and value to the Region.
- Began evaluation of the cybersecurity resourcing model to support the next term of Council and upcoming strategic plan priorities.

Looking Forward

The 2023-2026 Strategic Business Plan has provided a strong and cohesive framework for advancing Regional Council's priorities and responding to the evolving needs of the Halton community. Through focused action across each Strategic Theme, the Region has made meaningful progress towards defined goals focused on strengthening services, supporting growth, advancing sustainability, and enhancing quality of life for residents. The outcomes and highlights presented in this report reflect the collective efforts of Regional Council, staff, Local Municipalities, and community partners working together to deliver results.

As this term of Council concludes, the achievements under the 2023-2036 Strategic Business Plan serve as an important foundation for future planning. Lessons learned, changing needs, and community impacts realized over this term will help inform decision-making and set the context for emerging opportunities and challenges. This Term in Review provides both a look back at progress made as well as a reference point for continued efforts and improvement.

Looking forward, the Region's focus will shift to development of the **2027-2030 Strategic Business Plan**, to be established by Regional Council in 2027. Building on the momentum of this term, the next Strategic Business Plan will define new and continued priorities and actions to guide Halton Region in delivering high-quality, sustainable and inclusive services – today and into the future.



Halton Region

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