



The Corporation of the Town of Milton

Report To: Council

From: Andrew M. Siltala, Chief Administrative Officer

Date: June 21, 2021

Report No: ES-004-21

Subject: Town of Milton 2020 Annual Department Progress Reports

Recommendation: THAT this report and appendices be received for information.

EXECUTIVE SUMMARY

- The progress reports serve to provide a summary of the overall department progress on an annual basis.
- The report includes progress:
 - On advancement of the Council priorities contained in the Council Staff Work Plan
 - By demonstrating value of money or departmental performance through key metrics or outcome measures
 - Of service delivery
 - Of continuous quality improvement, customer service enhancements, and service efficiencies
 - By showcasing highlights of community investment or impact
- Particularly, the 2020 annual progress reports further validate the Town's responsiveness to COVID, the ability to be agile, provide services through alternative methods, along with achieving impactful non-COVID related projects.

REPORT

Background

At the Council meeting held on May 25, 2020, Council passed a resolution directing staff to complete an inventory of regular reports to Council including the frequency of each and report back to Council no later than October on any amendments recommended in order to provide the information Council needs to fulfill its mandate under the Municipal Act.

On October 19, 2020, Council approved Report CORS-055-20 that outlined a reporting framework. As part of this framework, reporting enhancements were included that demonstrated the strategic alignment of service delivery to the overall Council Staff Work Plan, legislative responsibilities, continuous quality improvement and organizational

Background

outcomes. One of the enhancements recommended and approved included the Annual Program and Service Progress Reports.

These reports provide information on key activities and outcomes achieved for programs and service. These may be reported by department or in some instances by division (e.g., Fire and Economic Development). The report may include metrics or data that demonstrate usage or uptake of our services, key performance indicators highlighting progress or continuous quality improvement, achievements and important updates.

The initial cycle of this report was to be delivered in 2021, reporting on the 2020 annual department progress.

Discussion

The Town of Milton is comprised of four departments:

- Executive Services
- Corporate Services
- Community Services
- Development Services

The departments collectively provide over 80 service areas that contribute to program and service delivery, fulfilling legislative requirements, and planning, building and maintaining infrastructure.

The 2020 Annual Department Progress Reports contained in the appendices of this report serve to provide a summary of the overall department progress. The information is intended to be a summary and not all inclusive of the breadth of the work undertaken by the municipality on a daily basis.

The report includes progress:

- On advancement of the Council priorities contained in the Council Staff Work Plan
- By demonstrating value of money or departmental performance through key metrics or outcome measures
- Of service delivery
- Of continuous quality improvement, customer service enhancements, and service efficiencies
- By showcasing highlights of community investment or impact

In 2020, a global pandemic changed how we live, work, and play. The world established a 'new normal' of which no one could predict the impacts. On March 24, 2020, Mayor Krantz declared a State of Emergency for Milton.



The Corporation of the Town of Milton

Report #:
ES-004-21
Page 3 of 3

Discussion

Municipalities deliver critical and important services to the community and are responsible to maintain infrastructure. Throughout 2020, the Town was highly responsive using a combination of proactive and reactive measures demonstrating the Town's agile response. The Town has continued to deliver many of its services in alignment with public health directives, instituting health and safety measures, and meeting legislative requirements.

Therefore, the 2020 annual progress reports include a section on each department's response to COVID-19. The reports further validate the Town's responsiveness to COVID, the ability to be agile, continue to offer services through alternative methods, along with achieving impactful non-COVID related projects.

Financial Impact

There is no financial impact.

Respectfully submitted,

Andrew M. Siltala
Chief Administrative Officer

For questions, please contact:

Phone: Ext.

Attachments

Appendix A - Executive Services Annual Progress Report
Appendix B - Corporate Services Annual Progress Report
Appendix C - Community Services Annual Progress Report
Appendix D - Development Services Annual Progress Report

CAO Approval
Andrew M. Siltala
Chief Administrative Officer



MILTON

Executive Services

**2020
Annual
Progress
Report**

Department Overview

The Executive Services department is led by the Chief Administrative Officer (CAO). The CAO provides leadership and management of the administrative functions of the municipality, provides information, support and guidance to Milton Council to assist with the development and evaluation of strategic directions, policies and priorities, monitors all administrative services to ensure a balanced budget, implements Council policies and priorities, and ensures appropriate staffing levels for all departments to deliver services to the community.

The Executive Services department includes functions of economic development, strategic initiatives and business development, and fire services (Milton Fire Department).

Service Areas



Economic Development

- Business development, retention and expansion
- Business attraction
- Economic data
- Planning & development support
- Business start-up support
- Financial support referrals
- MEV Innovation Centre

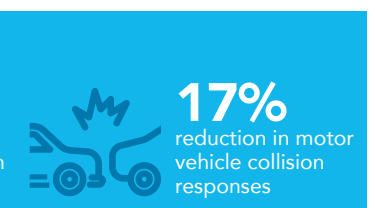
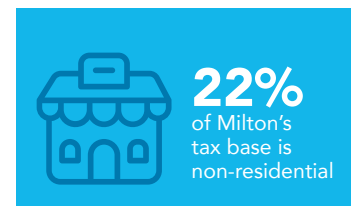
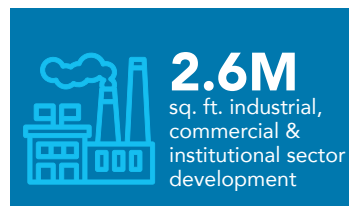
Strategic Initiatives & Business Development

- Corporate priorities & business planning
- Strategic partnerships & stakeholder relations
- Corporate performance & measurement

Milton Fire Department

- Firefighting & emergency response
- Fire prevention & public education
- Communications (9-1-1 dispatch)
- Training
- Administrative services

2020 At A Glance



Council Staff Work Plan Projects

2022-2023 Priorities		Priority Area	Next Milestone(s)
Trafalgar & Agerton	Agerton Employment Area (market-driven)	Revenue	Regional Official Plan Amendment (ROPA) 48 is currently in the public review and commenting phase. Halton Region is conducting a ROPA 48 public information centres in 2021.
Milton Education Village	Milton Education Village (MEV) Secondary Plan	Growth	Secondary Plan is now in the Regional approval process. MZO review and approval pending.
	Milton Education Village and Innovation Centre	Revenue Attractiveness & Competitiveness	The next targeted milestone is a signed stakeholder MOU for innovation collaboration.
Derry Green Corporate Business Park		Growth Revenue	The receipt of technical reports, anticipated summer of 2021.
Economic Development Strategy		Revenue	Project kick-off in 2021.

COVID Response

In 2020, a global pandemic changed how we live, work, and play. The world established a 'new normal' of which no one could predict the impacts. On March 24, 2020, Mayor Krantz declared a State of Emergency for Milton.

Municipalities deliver critical and important services to the community and are responsible to maintain infrastructure. The Town was highly responsive using a combination of proactive and reactive measures demonstrating the Town's agile response. Throughout the pandemic, the Town has continued to deliver many of its services in alignment with public health directives, instituting health and safety measures, and meeting legislative requirements.

The Executive Services department focused on employee and community health and safety, business continuity of core or essential services, economic response, support and recovery, and emergency management and response.

Crisis Management Team

On March 12, 2020, the Town's Crisis Management Team was initiated to direct and support the Town's response to the pandemic. CMT, led by the CAO, met regularly to plan, review, and assess the evolving pandemic including the Province's framework and changing public health guidelines. The Town's response was deliberate and cohesive.

The Town established guiding principles and applied them to all decision making. These included:

1. Safety of staff and the public is of paramount importance
2. Continuation in the delivery of essential public services
3. Responding to the needs of the community as the pandemic evolves
4. Fair and equitable treatment of the Town's workforce
5. Fiscal responsibility and appropriate use of taxpayers funding

Economic Development

In response to COVID-19, Milton's Economic Development team put in place an Economic Development Action Plan. Active crisis response and business support/recovery, became a fluid framework for all the activities and initiatives that were implemented from March 2020. Work plans related to Economic Stimulation Analysis and planning are underway and will continue to be created in conjunction with Milton's new five year Economic Development strategy (2021/22).



Activities continued to adapt, address and advocate for the ongoing support of our local business community and their evolving needs.

Milton Fire Department

The Milton Fire Department's pandemic mandate was to maintain emergency response operational service levels while incorporating community infectious disease controls. Challenges included maintaining service levels with various staff in isolation due to public health orders, shortages of PPE early in the pandemic and incorporating infectious disease protocols policies to ensure emergency responses did not contribute to community spread of the virus between incidents or within the stations by:

- Fire Communication operators - Emergency contact screening protocols when public calls 9-1-1
- Station and apparatus decontamination procedures
- Enhanced medical personal protective equipment (PPE)
- Fire Stations closed to the public
- Full time firefighter crew isolation measures
- Part time firefighter assigned to training pods to reduce exposures

Alternate methods of delivery or programming were executed resulting in virtual delivery of public education fire safety for schools/community groups and both online and virtual training of various firefighting subjects for staff.

Key Achievements



Supporting Milton's first Digital Service Squad

In partnership with the Downtown Business Improvement Area, Milton launched its first Digital Main Street program. This program offered main street small businesses with support, resources, and skills to:

- Help build an online presence
- Adopt new technologies
- Promote products and services
- Advance their ecommerce tools

The program saw 50 local businesses take part and apply for the Digital Transformation Grant funding.



PPE portal partnership

In partnership with the Chamber of Commerce, the Town was proud to support the Micro PPE Procurement Portal that began in April 2020. The program helped local hospitals, long-term care facilities, and essential service businesses with their personal protective equipment (PPE) needs. The collaboration between industry and all levels of government kept businesses operating safely through the pandemic. Its success led to the program expanding to become a resource for local essential service companies.



Digital supports to business

Managing change on the path to recovery

The only constant in 2020 was that embracing change sets organizations up for success. This led Milton to develop a workshop that provided:

- Positive change strategies
- Examples of real world business success
- Discussion of emerging research on team management during a pandemic

Over 30 local businesses took part in the learning series. The workshops ensured business had access to the tools necessary to adapt and grow in a trying economic time.

Digital toolkit seminars

The pandemic has disrupted the global economy. Large and small companies have faced challenges, but small companies have felt the greatest impact. Within Milton, two-thirds of businesses are independently owned. Technology plays a critical role in an organizations' ability to grow with the market and increase value to customers.

The Town developed programs to ensure businesses of all sizes could access experts to help with their digital transformation such as:

- Social media platforms
- Email marketing
- Website development
- Content creation

Through interactive digital seminars, over 600 businesses took part. The seminars helped small business owners understand the power of digital channels as part of their marketing strategies. This led to tangible results for their business during a trying economic time.



Fire Service enhancements as Milton grows

Station 5

Milton Fire Department built and opened Station 5 in 2020. The Station is strategically located to provide service to the southern portion of the Town. In addition to regular fire station functions, this location is home to the Town's Emergency Operation Centre as well as Public Education Centre, and is also co-located with Halton Region Paramedic Services.

Welcomed new graduates

In June 2020, 11 recruits successfully completed the 2019 firefighter curriculum and training program resulting in the new graduates joining the ranks as part-time firefighters.

During the year-long training program, recruits completed courses in fire chemistry, fire attack, self-contained breathing apparatus, search and rescue, ventilation practices, vehicle extrication, hazardous materials awareness, emergency vehicle operations and emergency patient care. In addition, all recruits passed the requisite written and practical evaluations.

Continuous quality improvement

The Milton Fire Department is committed to reviewing and improving on service delivery to ensure optimal services the community. Two key activities to note in 2020:

- Realigned full time fire truck for improved distribution in resources resulting in a 10% increase to initial response coverage (4 min response time) within the urban portion of the town by 10%
- Improved water supply to rural areas through replacement of the Fire Tanker fleet increasing fire services ability to operate offensively and defensively in rural areas without a fixed water supply



Supporting economic recovery

The Town of Milton launched the COVID-19 Economic Recovery Task Force in May. The Task Force focused on addressing local economic recovery. These efforts included:

- Advocacy for support to at all levels of government. This included targeted relief measures and stimulus funding for the hardest hit sectors
- Guidance of Milton’s local economic recovery efforts. Offered expertise and recommendations on the development of longer-term goals and tactics
- Ensuring Milton’s local response aligns with other levels of government. Worked towards the Province’s three-phased plan for re-opening Ontario’s economy

The Milton Economic Recovery Task Force includes a variety of sectors, four levels of government and academia. Input from this group is critical to Milton helping support local businesses speed up recovery efforts.



Temporary patio program

Milton Council approved the temporary Patio Program to support local businesses through COVID-19. The program allowed restaurants to apply for outdoor patio extensions since dining was mostly restricted to outdoor dining in 2020. The patios ensured restaurants were able to conform to the Province of Ontario’s re-opening framework requirements.

- Received over 25 applications in the first two weeks
- Processed the average application in two days
- 95% of participating restaurants provided positive feedback on the pilot program
- 80% of restaurants reported the program increased their annual revenue in 2020
- 95% of restaurants that took part in 2020 intend to take part in 2021



Relaunching website and digital asset enhancements

Remote working brought a renewed focus on the Economic Development digital portfolio and web presence in 2020. An updated website offered:

- New interactive and visual community information
- Improved user experience
- Enhancements to the popular data hub tool
- New resource page to assist businesses find critical COVID-19 support and resources

The redeveloped Economic Development site saw a 50% increase in visits from the previous year.



MILTON

Corporate Services

**2020
Annual
Progress
Report**

Department Overview

The Corporate Services Department provides valuable services to the organization and the community. The Department delivers customer service and supports the business of a municipality through the delivery of human resources, financial services, information technology, strategic communications, accessibility, municipal law enforcement, legal, and legislative services.

Service Areas



Financial Services

- Purchasing
- Risk management
- Taxation
- Assessment base management
- Payroll
- Accounting
- Financial planning and policy
- Treasury
- Development finance



Legal and Legislative Services

- Council meeting management
- Information governance
- Records management
- Accessibility
- Legal administration
- Corporate reception
- Municipal elections
- Licensing
- Municipal law enforcement



Human Resources

- Compensation and benefits
- Employee relations
- Human resources information
- Labour relations
- Occupational health, safety and wellness
- Organizational learning and development
- Talent acquisition



Information Technology

- Client service & technology support
- Enterprise business systems & GIS
- Enterprise data warehousing & business intelligence
- Project management
- Technology architecture



Strategic Communications

- Public relations
- Digital communications
- Community engagement
- Government relations
- Risk and issues management
- Creative services
- Crisis and emergency communications

2020 At A Glance



Council Staff Work Plan Projects

2022-2023 Priorities	Priority Area	Next Milestone(s)
Asset Management Plan	Growth	There is an ongoing opportunity for public review of the study through the Let's Talk Milton platform. A presentation of the final report to Council is anticipated to be completed by July 2021.
Government Relations (GR) Strategy	Growth	Bring forth a Government Relations Plan to help advance Milton's priorities.
Customer Service Strategy & External Communications	Service Innovation	The development and finalization of a project charter.
People Strategy & Internal Communications	Service Innovation	Work plan finalization.

Digital Service Delivery Strategy	Service Innovation	<p>This project is anticipated to commence in late 2021 or early 2022.</p> <p>In order to proceed, completion of a comprehensive IT strategy (as identified within the Service Delivery Review) is necessary.</p>
-----------------------------------	--------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

COVID Response

In 2020, a global pandemic changed how we live, work, and play. The world established a ‘new normal’ of which no one could predict the impacts. On March 24, 2020, Mayor Krantz declared a State of Emergency for Milton.

Municipalities deliver critical and important services to the community and are responsible to maintain infrastructure. The Town was highly responsive using a combination of proactive and reactive measures demonstrating the Town’s agile response. Throughout the pandemic, the Town has continued to deliver many of its services in alignment with public health directives, instituting health and safety measures, and meeting legislative requirements.

The Town transitioned extremely well to remote work and adapting to alternative service delivery through offering a range of services and programs by phone, online, or virtually.

Throughout the pandemic the Corporate Services department played a key role in business continuity for the organization through enabling various modes of customer service and modernization of services, developed employee health and safety policies and protocols for staff, guided fiscal oversight and strategies, developed economic relief programs for residents and businesses, and ensured regular, timely and relevant communications to staff and the community.

Key measures and response efforts by the Corporate Services department are summarized below:

- Safety measures and controls, including policy and procedures, were put in place to ensure staff and public safety. These measures were based on the direction of Halton’s Medical Officer of Health and provincial guidelines, and were regularly reviewed and modified as required through the evolving pandemic.
- Developed communication, training, and tools to support the health, safety and wellness of employees and managers working remotely and onsite to safely provide programs and services to our community
- The Town’s employee and family assistance program (EFAP), which is supported by a third party, was strongly promoted for all staff and was also made available for volunteers
- Program and service disruption resulted in the Town’s workforce on leave. At its peak this resulted in a 72 per cent reduction of the Town’s workforce. The Town was able to recall over 200 employees through the various program and service resumptions in 2020.
- As a cost mitigation effort, the position management program continued through 2020. When roles were vacated through the pandemic, the positions were put on hold, and as a result there was a decrease of 82% in external recruitment from the year before.
- Economic relief programs developed and implemented:
 - Property Tax Deferral Program
 - Development Charge Deferral Program
- Sourced personal protective equipment for staff, facilities and public services
- Managed changing construction regulations in consultation with industry associations, vendors, legal counsel
- Amended existing service contracts during closure periods without incurring additional costs or penalties
- Enhanced variance analysis and reporting in response to changing service and revenue levels
- Provided ongoing COVID-19 enforcement response to requests for service and park patrols
- Implemented technologies, support processes and helped facilitate a Town-wide pivot to online/virtual meetings for internal staff operations as well as resident-facing processes including bid meetings with proponents, Economic Task Force Recovery meetings, virtual recruitment, Council and Committee of Adjustment meetings
- Implemented both hardware and software tools to allow for a rapid pivot to virtual building inspections for continued revenue generation

- Rapid expansion, deployment and support of hardware, software and revised processes to facilitate Town-wide work from home effort at the onset of the pandemic. This included ad-hoc system reconfigurations required to permit specific business units to operate remotely without compromising the integrity or security of Town IT systems and applications.
- Collaborated with Milton Transit to procure and implement mobile fare payment system for (TokenTransit) as well as a responsive, on-demand microtransit solution (Spare)
- Partnered with Community Services to build processes and policies, as well as implement hardware and software tools to offer a range of virtual recreation options to residents including technology awareness and inclusivity programs for Seniors
- Worked with various departments to create, update and maintain online applications to facilitate improved customer service and offer web-enabled alternatives to certain in-person services. For example:
 - Temporary patio applications
 - Online screening questionnaires
 - Freedom of information requests
 - Noise by-law exemption applications
 - Parking exemptions
 - Mobile sign permits
- Managed and updated the Town's COVID-19 website content, as the most visited content page on the Town's website in 2020. The overall COVID-19 website content accounted for the majority of the Town's overall website pageviews from March-December 2020.
- Responded to social media inquiries related to the Town's response or redirected inquiries to the appropriate channels such as Halton Region or the Province

Key Achievements

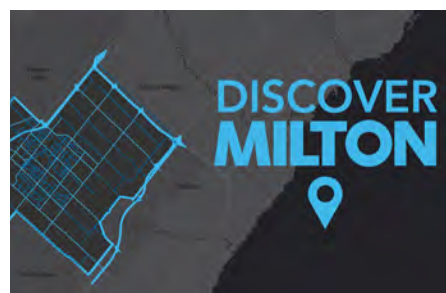


Service delivery review

Delivered a service delivery review to identify continuous quality improvement on the services and processes within the divisions of the Corporate Services department. The review resulted in:

- The identification of 10 priority projects
- A number of other opportunities to create efficiencies, improve service levels or enhance value to the organization and community

The priority projects were included in the 2021 budget.



Open government – Discover Milton

Through Milton's ongoing commitment to open government, the Town launched Discover Milton. It is an innovative, web-based online platform that allows residents to easily access a range of Milton-specific data, property and land use information, as well as interactive mapping applications that provide up-to-date information on everything from current road closures and construction projects to future urban structure and growth studies.



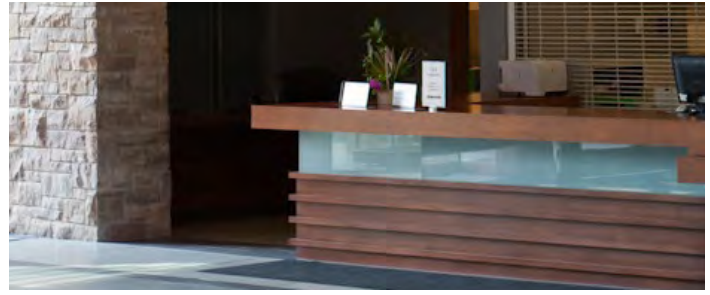
Improving service accessibility

Council approved a business plan to proceed with the implementation of APS (Administrative Penalty System), which is an alternative system to the lengthy and costly provincial courts process. APS provides an objective, efficient, and improved customer service process where penalty notices are issued, managed and reviewed. Implementation work occurred in 2020 and will be launched in early 2022.



Governance conducted virtually

As a result of the pandemic, in-person meetings were either prohibited or discouraged through the Province's framework and response zones. Staff responded quickly to these legislative changes to implement electronic Council meetings (and Committee) through a virtual platform. In addition, the addition of virtual public delegations was implemented to ensure citizens had electronic access to input into public policy. The overall process required immediate enhancements to technology, security, and policies.



Service efficiencies and customer service enhancements

A number of efficiencies were implemented in 2020 as a result of immediate need to ensure business continuity. These efficiencies included:

- Implementation of an online system to allow tax certificates to be accessed online in lieu of in-person services
- Upgrade and expansion of virtual technology infrastructure to improve remote work functionalities for staff to facilitate efficient, reliable and secure long-term staff work from home processes
- Technology infrastructure upgrades and replacement at Town Hall, Mattamy National Cycling Centre and FirstOntario Arts Centre Milton to provide in-building connectivity, and community wifi to facilitate a wide range of resident-facing services
- Transitioned to a fully digitized workflow system to for purchasing card system to eliminate a manual, paper-based process



MILTON

Community Services

**2020
Annual
Progress
Report**

Department Overview

The Community Services Department connects people with progressive places and positive experiences. The department encourages all residents of Milton to embrace active and healthy lifestyles through the delivery of quality recreation, parks, transit, and cultural services with a spirit of community. Milton's roads (including snow removal), parks, sports fields, forestry, fleet and facilities are maintained through the department.

Service Areas



Recreation & Culture

- Develops and implements recreation programs directly, and in partnership with community organizations
- Books and allocates indoor and outdoor recreation and culture space
- Engages with community-based organizations who deliver arts, culture, sport and recreation programs and events
- Provides long term planning for sport, recreation and cultural services
- Manages customer service and food concessions, sponsorship and advertising opportunities, delivery of Town supported events, grants and subsidies, and volunteer programs

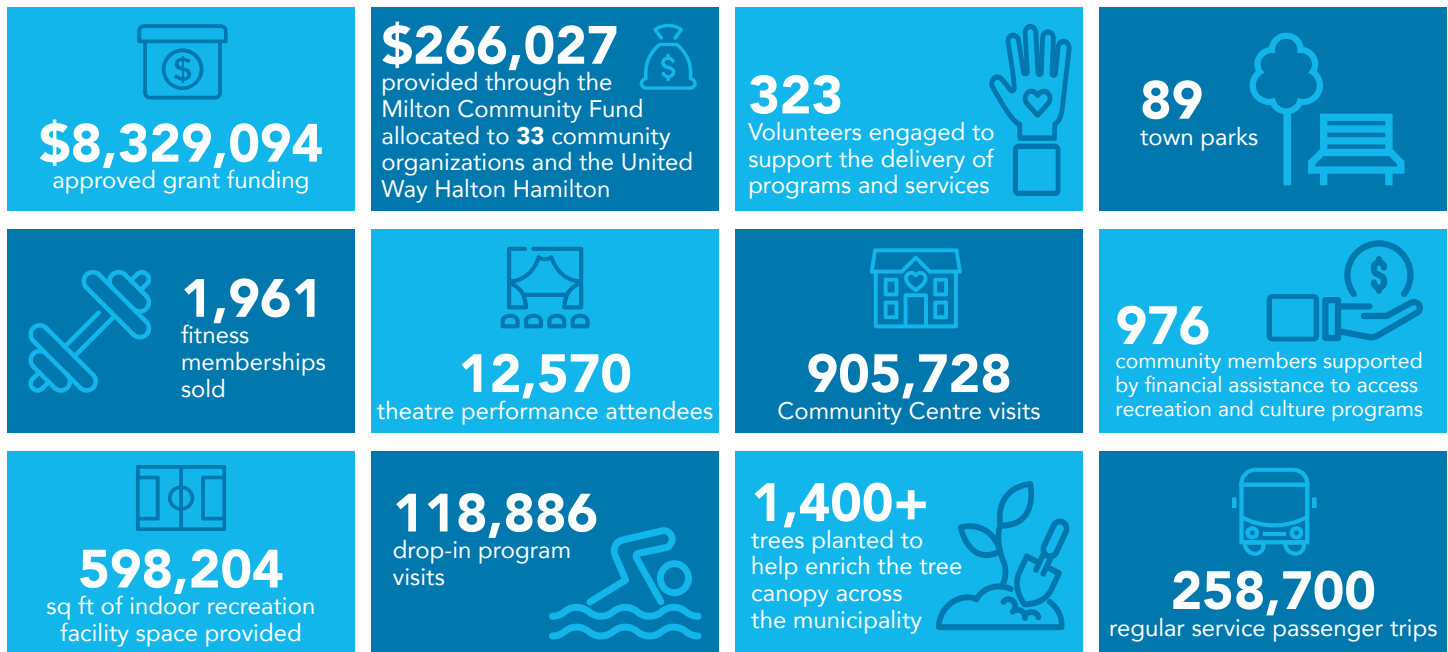
Facilities, Operations & Environment

- Manages the operation of all Town-owned facilities including oversight of lease agreements
- Plans, manages and delivers the capital program for all parks and facilities
- Provides leadership and oversight of the Climate Change Work Plan including energy management and reporting for all properties
- Maintains Town roads, parks, and sports fields, including winter operations
- Forestry and Horticulture
- Fleet operations
- Park Planning

Transit

- Operation of the Town's conventional and specialized transit services
- Transit planning and administration

2020 At A Glance



Council Staff Work Plan Projects

2022-2023 Priorities	Priority Area	Next Milestone(s)
Integrated Transit Strategy <small>(includes local transit, municipal partnerships and GO Transit integration)</small>	Attractiveness & Competitiveness	ASD business case & implementation staff report (May 2021 Council meeting). September 2021 implementation of full OnDemand solution.
Diversity & Inclusion Strategy	Attractiveness & Competitiveness	The presentation of a defined scope for Council consideration and approval in Fall 2021.
Sustainability Leadership Plan	Attractiveness & Competitiveness	Development of a 2022 Climate Change Workplan.
Re-opening Plan for Municipal Facilities & Programs <small>*specific to COVID-19 impacts</small>	Attractiveness & Competitiveness	Ongoing - Milestones and recovery strategies are dependent on the timing of full vaccine rollout and ongoing public health guidelines in place.

COVID Response

In 2020, a global pandemic changed how we live, work, and play. The world established a 'new normal' of which no one could predict the impacts. On March 24, 2020, Mayor Krantz declared a State of Emergency for Milton.

Municipalities deliver critical and important services to the community and are responsible to maintain infrastructure. The Town was highly responsive using a combination of proactive and reactive measures demonstrating the Town's

agile response. Throughout the pandemic, the Town has continued to deliver many of its services in alignment with public health directives, instituting health and safety measures, and meeting legislative requirements.

The Community Services Department continually responded and adapted to a changing environment to maintain as many services as possible. This was achieved through training, education, redeployment, and modifying program delivery and facility operations.

- Protocols and plans were developed for each program area and facility type, and all rental groups were required to submit a Return to Play plan that outlined their protocols for capacity control, contact tracing records, and alignment with the Provincial Sport Organization regulations
- Throughout the province's evolving framework, select facilities and outdoor amenities were strategically reopened when safe to do so, through strict safety protocols
- To respond to ongoing guidelines, and to meet our customer need, programming or services were altered in-person or offered virtually to ensure continuity of business, where permitted:
 - Adapting to a cohort-based summer camp experience
 - Seniors without Walls provides personal and group interaction opportunities for seniors
 - Virtual programming to afford children/youth and vulnerable populations with opportunities to maintain mental and physical well-being
 - Virtual connection with volunteers to maintain connection and encourage interaction
 - Support for community event planning helping to transition events to a smaller scale, drive-in, or virtual delivery
 - Alternate service delivery methods to provide events (Culture Days in an outdoor/virtual hybrid) and services (electronic registration for Windrow Program)
 - Modernization of services by providing online pre-registration for drop-in programs
- A Park Ambassador Program was introduced and supported by full-time staff to support, educate and safeguard the community during the outdoor amenity closures in the summer months
- A similar program was introduced in response to the indoor active screening requirement throughout the fall/winter. The Customer Service Ambassador Program was designed to educate users and meet the regulations as outlined in the provincial order
- Staff were reassigned during the spring/summer facility closures to perform their work outdoors as part of a 'Campus Operations' program. This program involved grass cutting, litter picking, trimming, etc and was used to augment staffing and help build capacity due to the cancellation of the student workforce
- Milton Transit followed Federal, Provincial and Public Health guidance and worked closely with the transit service provider to continue to deliver transit services for essential purposes. Since March 2020, Milton Transit instituted numerous health and safety measures for customers and contracted operators, including but not limited to:
 - Aligning service to demand, including providing an enhanced Saturday level of service
 - Restricting onboard capacities, where practicable
 - Increasing and enhancing vehicle cleaning, including all touchpoints (e.g. buttons, pull-cords, stanchions, etc.)
 - Installing bio-shields at operator compartments
 - Implementing signage and pre-screening protocols
 - Adopting of personal operator supports (e.g. protocols, PPE, etc.)
 - Implementing mandatory face covering/mask policy
 - Communicating "essential trips only" messaging to customers when requested by the Province

Key Achievements



Evolving Milton youth engagement and advocacy

The Milton Youth Advisory Committee was re-envisioned to the Milton Youth Task Force.

The outcomes of this transition was to provide youth with:

- A meaningful opportunity to engage in work and decisions that affect their lives
- Tackle issues important to them with the support of caring adults and elected officials
- Develop youth into strong leaders
- Provide the Town and community organizations with a pool of trained youth who can support community engagement and inform decision-making



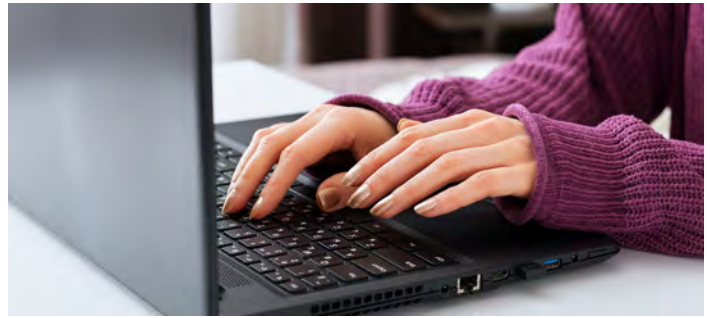
Commitment to environmental sustainability

The Town of Milton endorsed the 2020 Climate Change Work plan that included a number of actions to reduce our impact on the environment, address climate change impacts, and become more sustainable.

Due to COVID impacts such as facility closures, utility consumption was closely monitored and managed based on demand, which resulted in the following savings from the 2019 consumption:

- 3,000,000 kW
- 1,000,000m³ of natural gas
- 50,000m³ of water

Therefore, these energy savings translate into a reduction of approximately 2,000 tons of greenhouse gases for 2020.



Improved customer service & access to services

In late 2020, the Town launched PerfectMind, a cloud-based recreation management solution for program registration, membership administration, facility bookings, and point-of-sale transactions. This new system is user-friendly and allows for customers to manage their own accounts, see registration, and past participation. By the end of 2020, over 11,000 accounts had been created.

Milton Transit launched a mobile fare payment and e-ticketing option to customers. Using the Token Transit App, customers can purchase and store Milton Transit tickets and passes on their smartphone.



Investing in parks and facilities

The Town continues to provide quality and accessible parks, along with improving facilities to meet the changing needs of our community. In 2020:

- Building improvements - Nassagaweya Community Centre, Milton Leisure Centre, Milton Innovation Centre
- Park construction & amenities - Bronson Park, Raspberry Park, Sherwood Community Centre Park
- Park improvements – Court Park, Centre Park, Community Park
- Fire Station #5 & Halton EMS Station build
- Municipal parking area improvements
- Arena ice rink improvements



Mattamy National Cycling Centre hosts World Cup

Hosted 2020 Tissot UCI Track Cycling World Cup (Jan 24-26) and UCI Para-Cycling Track World Championships (Jan 30-Feb 2)

The Cup was the last qualifying event for the Tokyo Olympics, and the most well attended World Cup to date in Milton, with sold out sessions.



Grant funding

The Town continues to seek other sources of funding for buildings, programming, or equipment. In 2020, Community Services secured over \$8.3 million in grant funding for various community services initiatives and projects.



ArtSparks went virtual

In 2020, many events were postponed or cancelled. Through the work of the Town and the partners, ArtSparks shifted to a virtual event, continuing its annual legacy. The event featured more than twenty-five (25) free virtual workshops and performances with local artists including art, poetry, magic, dance, yoga, and live concerts garnering more than 10,000 cumulative views online.



MILTON

Development Services

**2020
Annual
Progress
Report**



Department Overview

The primary focus of the Development Services Department is to develop a vision for the future of Milton and to build a complete, vibrant, resilient and sustainable community that responds to that vision. The department achieves this through the management of growth and change, utilizing a suite of innovative, enabling policies and guidelines, regulatory tools and technical standards and delivering the infrastructure, programs and services to support the ongoing evolution of the community.

Service Areas



Planning Services

- Develops land use planning policy through the Town's Official Plan and Secondary Plans
- Implements development through the evaluation and approval of a full range of Planning Act applications
- Conducts a variety of studies to inform the development of land use policy and various implementation tools including the Zoning By-law
- Analyzes and implements emerging provincial and regional policy directions in the Milton context and maintains population and employment projections and demographic information
- Delivers cultural heritage planning and urban design directions and initiatives to support place-making
- Supports sustainability by applying an environmental lens to land use planning decisions

Infrastructure Management

- Compiles and analyzes traffic data
- Implements streetlighting and traffic signalization improvements and maintenance
- Delivers active transportation programs
- Assesses traffic impacts associated with new developments
- Designs and constructs roadways, bridges and stormwater management infrastructure and recommends and implements maintenance works to extend the life of the Town's inventory of these assets
- Conducts environmental assessments for municipal infrastructure projects
- Administers and delivers crossing guard services



Building Services

- Implements Provincial statutes including the Ontario Building Code Act and the Ontario Building Code
- Reviews and approves plans and specifications for proposed construction and issues related permits
- Conducts inspections and responds to customer inquiries
- Implements and enforces a number of municipal by-laws

Development Engineering

- Provides technical input into the design of new development proposals and reviews and approves engineering drawings and reports associated with all development applications
- Inspects the construction of all municipal infrastructure associated with subdivision and site plan applications
- Establishes and implements engineering design standards
- Evaluates subwatershed impact studies and monitors ongoing performance to ensure compliance with appropriate environmental standards

2020 At A Glance



Council Staff Work Plan Projects

2022-2023 Priorities		Priority Area	Next Milestone(s)
New Official Plan – We Make Milton		Growth	<p>This project is moving into Phase 3: Big Questions phase where staff will identify and answer critical policy questions about how to manage change to the year 2051 based on community input.</p> <p>Phase 3 includes detailed policy discussion and recommended policy directions for Milton’s new Official Plan.</p> <p>Four discussion papers will be drafted with recommended land-use planning policies that focus on four key themes developed through the visioning process – living, working, moving and growing in Milton.</p>
Mobility Hub Study		Growth	Seeking public feedback on developed policies and final approval from Council.
Trafalgar & Agerton	Trafalgar & Agerton Secondary Plans	Growth	<p>A policy resubmission has been submitted to Halton Region. Continued progress is subject to approval of this resubmission.</p> <p>The potential Agerton land conversion is included in the Region’s Official Plan Amendment (ROPA) 48 which is currently in the public review and commenting phase.</p>
	Agerton Employment Area (market-driven)	Revenue	Regional Official Plan Amendment (ROPA) 48 is currently in the public review and commenting phase. Halton Region is undertaking a ROPA 48 PIC in June 2021.
Milton Education Village	Milton Education Village (MEV) Secondary Plan	Growth	Secondary Plan is now in the Regional approval process. MZO review and approval pending by Province.
	Milton Education Village and Innovation Centre	Revenue Attractiveness & Competitiveness	The next targeted milestone is a signed stakeholder Memorandum of Understanding for the Innovation Collective.
Britannia Secondary Plan		Growth	The finalization of Preliminary Concepts for public review and comment.
Derry Green Corporate Business Park		Growth Revenue	The department is continuing to receive and evaluation a number of applications for major employment developments.
Urban Design Standards		Attractiveness & Competitiveness	Ongoing – The application of urban design standards occurs across all existing and new development initiatives.

COVID Response

In 2020, a global pandemic changed how we live, work, and play. The world established a ‘new normal’ of which no one could predict the impacts. On March 24, 2020, Mayor Krantz declared a State of Emergency for Milton.

Municipalities deliver critical and important services to the community and are responsible to maintain infrastructure. The Town was highly responsive using a combination of proactive and reactive measures demonstrating the Town’s agile response. Throughout the pandemic, the Town has continued to deliver many of its services in alignment with public health directives, instituting health and safety measures, and meeting legislative requirements.

As the fastest growing municipality in Ontario, the Development Services department is relied on to manage growth in Milton. Through the pandemic, essential construction such as housing, and infrastructure such as schools and hospitals continued. As such, it was extremely critical that this department continued the delivery of services to support economic resiliency and recovery in Milton.

The Development Services department transitioned to remote work effectively and seamlessly, continuing to provide all programs and services in alternative formats. Appropriate health and safety protocols were put in place to protect both staff and customers in all functional areas. In particular:

- Implementing submission of electronic applications and supporting studies to minimize the need to receive and distribute paper copies
- Virtual pre-consultation (pre-application) meetings
- Committee of Adjustment hearings conducted virtually
- Inspection protocols developed to allow inspections of occupied and unoccupied construction, as well as inspection of site plan and subdivision works, and project management of contracted infrastructure projects
- Public meetings held by Council hosted virtually
- Greater use of Let’s Talk Milton and social media to enhance public engagement and participation virtually in lieu of in-person consultation
- Development of the Outdoor Patio Program to assist restaurants in establishing seasonal outdoor dining areas supporting economic recovery

Key Achievements



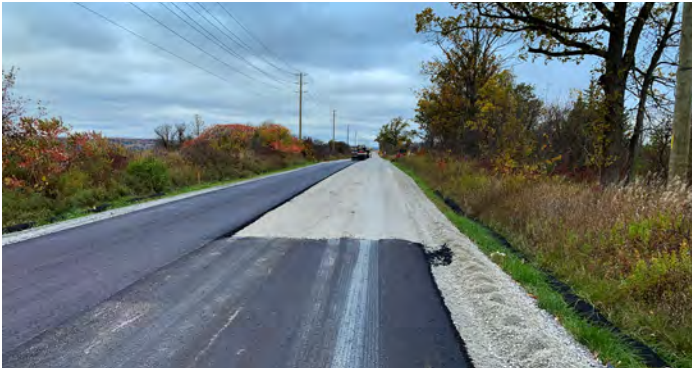
Planning for a complete community

Milton’s growth strategy realizes a complete community. A number of major projects and initiatives were substantially advanced to support the continued management of growth, environmental sustainability and economic diversification and resiliency in Milton. Examples include the Mobility Hub (Major Transit Station Area) Study, the Milton Education Village Secondary Plan, the Character Area Study, and “We Make Milton” – the Town’s Official Plan Review.



Promoting Milton’s heritage

An interactive Designated Heritage Property Map was launched through Discover Milton to showcase the town’s significant built heritage resources. Milton has 32 properties designated under the Ontario Heritage Act. The interactive map provides an image, maps its location, and provides a summary of the reasons for designation and its heritage attributes.



Investing in roads to possibility

This investment in the community helps us put the right infrastructure in place to meet community needs and make Milton a Place of Possibility. While road maintenance can be a short term inconvenience, maintaining our roads today contributes to the Town's long-term financial planning by preventing costly reconstruction in years to come. Each year the Town resurfaces various roads in the urban and rural area to prolong the life of the Town's road infrastructure. In 2020, the Town improved over 45 km of road.



Customer service enhancements

Development Services relies on significant input from the community and stakeholders, along with review processes to manage growth, development, and infrastructure. The pandemic limitations of in-person meetings required the Town to pivot to ensure the continuity of consultation in many areas. While these new processes were implemented to respond to COVID-19, they resulted in enhanced customer service or efficiencies by increasing access to the Town's development services. Businesses or residents can now connect at their convenience through alternative methods:

- All building permit reviews are completed electronically
- Pre-consultation (pre-application) meetings are conducted virtually
- Applications and studies are submitted electronically