



The Corporation of the Town of Milton

Report To:	Council
From:	Andrew M. Siltala, Chief Administrative Officer
Date:	February 7, 2022
Report No:	ES-003-22
Subject:	Council Staff Work Plan Update
Recommendation:	THAT this report be received for information.

EXECUTIVE SUMMARY

- The Town of Milton Council Staff Work Plan identifies four strategic goals which are underpinned by general strategies and specific priorities. Using these strategies and delivering on the priorities identified within will support the community's growth towards Milton's clearly articulated future state.
- The Town has made progress across each of the initiatives identified within the Council Staff Work Plan. Each project is either on track, finalized or in some cases exceeding the progress previously anticipated. All projects are on track to achieve their anticipated deliverable by the end of this term of council. We are also seeing significant progression towards the desired future state as identified by Council.
- In 2022, the Town's Strategic Management Team are focusing efforts on finalizing the balance of Council Staff Work Plan projects that remain ongoing while also continuing to progress those where further success is possible.
- As Council and staff start to consider the next corporate strategic planning process, it's important that any future planning continue to drive the various topic specific strategies and masterplans now in effect.

REPORT

Background

The Council Staff Work Plan was adopted in July 2020 and sets out the organizational goals and priorities for this term of Council which will support longer term growth, community development and fiscal sustainability while building towards the Towns vision of a future state.

Background

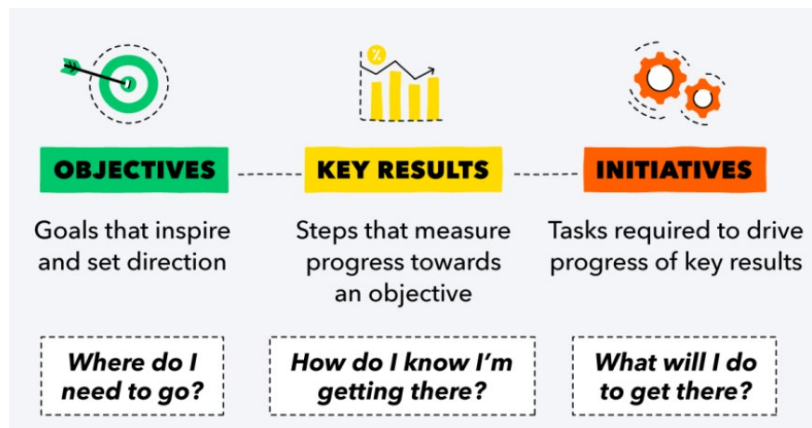
The four priority areas include:

- Planning for Growth
- Increasing Revenue Potential
- Community Attractiveness and Competitiveness
- Service Innovation

These priorities can be defined as future state objectives. Each objective has a number of general strategies and specific actions (key results) which align and support achievement.

Objectives & Key Results Approach

While a formal strategy framework was not defined during the development of the Council Staff Work Plan, the resulting Work Plan aligns with an Objectives & Key Results (OKR) approach.



When applying an OKR based approach, it's important to identify the key results for each objective, to clearly understand when success has been achieved.

Given the Council Staff Work Plan was developed to address the strategic objectives for this term of Council, it is important to consider the key results for each project with that lens in mind. Many of the projects and initiatives identified, will continue to require focus into the next term of council and beyond to achieve the overall desired objective.

Discussion

Since the adoption of the Council Staff Work Plan in 2020, Town staff have aligned resources around the achievement of the initiatives identified, as well as implementing

Discussion

the general strategies into normal service delivery. This has all been done while addressing the continued impacts of the COVID-19 pandemic on operational service delivery, and ensuring mandated work is completed.

Since the last update to Council (ES-002-21), progress has been made across each of the initiatives within the Council Staff Work Plan. Nine initiatives have reached their anticipated key result, with a further two expected to achieve their key result imminently. Progress continues across the remaining projects/initiatives with each on track to achieve the key result identified. Progress on each of the projects is detailed in Appendix A.

Progression towards our community Vision

The four priority areas, and the corresponding strategic initiatives are designed to achieve progression towards the Town's desired future state, as identified during the development phase of the Council Staff Work Plan:

As per the Council Staff Work Plan (2020), early in the work planning process Members of Council and the Strategic Management Team described the type of community they see as successful in two decades.

Common themes identified include:

- A balanced, complete community where residents can live, work and play
- A post-secondary partnership that is fully operational in the Milton Education Village and Innovation Centre
- A community that is affordable for residents
- Infrastructure that is in a good state of repair across neighbourhoods
- Thriving businesses in new office space and business parks
- A vibrant, safe, and healthy community with adequate schools, hospitals, parks, and innovative recreational facilities
- A community that is a sustainability leader with walkable neighbourhoods and green technologies
- Strong municipal services and high resident satisfaction

Using available outcome level data, the Town can continually assess progression towards this desired future state:

- The median income of Town residents has grown by 6% between 2015 and 2020, median household income has seen 12% growth over the same time period. Growth in household income is in line with the Halton Region as a whole,

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and 13% greater than the provincial average. 54% of Milton households have an income of \$100,000 and above.

- The Town has added 2,597 jobs between 2016 and 2021, this despite seeing a significant drop in jobs during 2020 as a result of the impacts of the COVID-19 pandemic. When focusing on high value jobs, the Town has seen a 15% increase in office based jobs since 2016.
- The Town has increased its number of dwellings by 15.4% since 2016 which is the second largest percentage increase of any large Canadian community. This accounts for 34% of all new dwellings in Halton Region over that time.
- The Town is an attractive community to diverse populations. 39% of the Town's population immigrated to Canada, and current estimates suggest 44% of Milton's population are visible minorities.
- The median value of dwellings in Milton is \$693,177. This has increased by 16% since 2015. Milton's median dwelling value is almost \$45,000 lower than the Halton median but close to \$225,000 more than the provincial median.
- The Town's overall municipal burden (property tax + water/wastewater) is the second lowest in Ontario. Our average municipal burden is 3.4% of the average household income and 1.5% lower than the provincial average.
- Milton has one of the highest rates of post-secondary education in the GTHA. 64% of working age Milton residents have a post-secondary qualification.
- Conestoga College and Wilfrid Laurier University have begun delivering in-person programming in Milton. Wilfrid Laurier is on pace to deliver in-person learning at their new MEV 'Milton One' campus in the fall of 2024.
- The Derry Green business park has over 9.5 million square feet of development approved or at the permitting stage. This includes over 200,000 sq. ft. of approved office space. Overall office inventory is being expanded to include the additional construction of a 60,000 sq. ft. Class A office building.
- The latest review of the Town's core assets, accounting for over \$2 billion in transportation and stormwater assets, showed that due to the relatively young age of the network 60% of assets are in good/very good condition.
- Milton is one of the safest communities in Canada with total crime rates 48% below the national average and 30% below the provincial average.
- Public Health data shows Halton residents having some of the best health outcomes across the province. Halton Region has some of the lowest reported rates of chronic diseases and preventable injury mortality.
- Wilfrid Laurier University's planned MEV campus will focus on planetary health curriculum. The proposed stormwater management research facility will make the community a research and educational leader in sustainable stormwater management.

The indicators above demonstrate a high degree of continued progression towards the desired future state.

Continuing progress into 2022

Many of the initiatives within the Council Staff Work Plan identified as complete called for the development of topic-specific strategies or plans that will further the progress already achieved. As many of these strategies have been developed or in the final stages of completion (Economic Development Strategy and IT Strategy). The focus shifts to implementation of these strategies, with a continued focus on achieving the goals and objectives set forth.

Each of the strategies and masterplans developed have an inventory of short, medium and longer term deliverables that support the advancement of the goals and objectives endorsed by Council. In focusing on the achievement of these deliverables, staff will advance the Council endorsed strategies and deliver on work which aligns with the four priority areas underpinning the Council Staff Work Plan.

Staff have identified five overarching areas of focus for 2022 through which the Strategic Management Team (SMT) will align work across divisions to achieve continued progress.

We meet clients expectations through Service Excellence
Service Innovation through measurement, automation & self-service
Progression across our Strategic Objectives/Key Initiatives
Application of Sustainability & Inclusivity in all that we do
We conduct sound Fiscal & Organizational Planning

Aligning organizational priorities

To ensure corporate resources are prioritized to align with the five areas of focus for 2022. The Town’s Employee Performance Evaluation Program will be used to develop individual and shared performance objectives, from CAO to all staff. This will create a clear linkage between progression towards goals and objectives endorsed by council, and an employee’s measure of success against their performance objectives.

Future Strategic Planning



Discussion

As we enter the final year of this term of Council, the Town should begin to consider future strategic planning.

The Council Staff Work Plan was designed to align the organizations strategic priorities until the end of 2023. Any future approach must also take into consideration the various strategies and masterplans now in place given their anticipated lifecycles are for the most part five years in duration. Therefore, to ensure implementation and full impact/benefit of these strategies, inclusion of these plans should be a strong consideration for the next term of Council.

Financial Impact

Activities and initiatives planned across 2022 vary in complexity and the level of resources necessary to achieve their deliverables. In many cases, funding has already been approved through the Town's capital budget process. In some instances, the initiatives are expected to be delivered using existing resources that are provided through the Town's annual operating budget. Financial reporting will continue to occur in accordance with the Budget Management Policy (Policy 113).

Respectfully submitted,

Andrew M. Siltala
Chief Administrative Officer

For questions, please contact: Andy Scott

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Attachments

Appendix A - Council Staff Work Plan project updates

CAO Approval
Andrew M. Siltala
Chief Administrative Officer

Objectives	Initiatives	Key Results (within this term of Council)	Status	Description
Planning for Growth Plan and build our community to accommodate growth while managing new service and infrastructure demands and balancing taxpayer affordability.	Asset Management Plan	Finalization of Phase 1 (Core Assets) of the Asset Management Plan	Complete	Phase 1 - Core Asset Plan was finalized and presented to Council in July 2021.
	New Official Plan - We Make Milton	The development and public release of four position papers for community review and feedback	Ongoing	Work is ongoing and we are in the Stage 3 - Big Questions phase. An update to Council is anticipated in early 2022. Looking longer term, the final endorsement of a new Official Plan is targeted for late 2023.
	Mobility Hub Study	Completion of the Mobility Hub Study	Complete	The Mobility Hub Study is complete and recommendations presented to council in April 2021.
	Trafalgar Secondary Plan	Regional Approval of the Trafalgar Secondary Plan	Ongoing	The Trafalgar Secondary Plan was endorsed by Council and has been provided to Halton Region for review and Regional Council approval. We continue to wait for Regional approval.
	Agerton Secondary Plan	Municipal Approval of the Agerton Secondary Plan	Ongoing	The progression of this secondary plan is dependent upon the Region's Official Plan review. It is anticipated that the necessary amendments to the Region's OP will be completed later this year. Following which the Town's Secondary Plan can be finalized and submitted for approval.
	MEV Secondary Plan	Municipal and Regional Approval of the MEV Secondary Plan	Complete	The Ministerial Zoning Order expedited the planning process for priority projects including long-term care and post-secondary education. The MEV development is around 24 months ahead of schedule as a result.
	Britannia Secondary Plan	Municipal Approval of the Britannia Secondary Plan	Ongoing	The development of the Britannia Secondary Plan is ongoing.
	Derry Green Corporate Business Park (Implementation)	Phased buildout of the Derry Green Corporate Business Park in line with business and employment targets	Ongoing	Permit applications and approvals are ongoing. To date we have approximately 9.5 million square feet of permitted development on the Derry Green Business Park.
	Government Relations Strategy	Development of a strategic approach to Government Relations	Complete	A Government Relations Corporate Work Plan was presented to Council in October 2021. The execution of the plan is the focus of staff efforts throughout 2022.
Increasing Revenue Potential Achieve sustainable new revenue streams	Trafalgar Corridor	<i>See above - Trafalgar Secondary Plan</i>	NA	NA
	Derry Green Corporate Business Park (Implementation)	<i>See above</i>	NA	NA
	Agerton Employment Area	Regional Approval of the Agerton Employment Area	Ongoing	We continue to wait for decision making by Halton Region in respect to the Agerton Employment Area.
	Economic Development Strategy	Development of a strategic approach to Economic Development	Ongoing	The strategy is in the final stages of development. It is intended that the strategy will be presented to Council in early 2022 for endorsement. Upon endorsement staff will begin to focus efforts on its execution for the balance of 2022 and into the new term of council.
	Milton Education Village & Innovation Centre	Enhancements to the innovation partnership (Updated MOU)	Complete	<p>A new Memorandum of Understanding was endorsed and executed in the Fall of 2021. This expanded MOU now includes Conestoga College and HalTech.</p> <p>In 2022, a working group of Town representatives are scheduled to participate in a collaborative planning exercise with our Innovation Collective to map out a future vision for Innovation focused business service delivery in the Town.</p> <p>The MEV Innovation Centre has been closed during the pandemic but staff are finalizing reopening plans with an anticipated reopening in May 2022.</p>

<p>Community Attractiveness and Competitiveness We will improve Milton's attractiveness for prospective talent and investment</p>	Urban Design Standards	Utilization of Urban Design Standards	Complete	Mid-Rise and Tall Building Guidelines were finalized and released in 2018. These guidelines have been used across all of our Development Planning activities since that time.
	Integrated Transit Strategy	Development of a strategic approach to Integrated Transit	Complete	An Alternate Service Delivery model was presented and endorsed by Council in May 2021 and staff have since begun implementation.
	Diversity Strategy	Development of a strategic approach to Equity, Diversity and Inclusion	Ongoing	<p>The Town's new 10 year Culture Plan was endorsed by Council in July 2021. This plan identifies the need to expand the suggested scope to also include Equity & Inclusion in any future planning (Goal 2.3).</p> <p>Town staff have proactively applied recommendations which align with the Advancing Equity & Inclusion - Guide for Municipalities (2015)</p> <p>Examples are: Engagement of diverse stakeholder representatives to inform our strategy development (Official Plan update, Fire Masterplan, Customer Service Strategy, Integrated Transit Strategy & Ec. Dev Strategy all considered equity & diversity throughout their development).</p> <p>Adoption of a HRIS system (rollout targeted for late 2022) will expand our ability to assess organizational demographics.</p> <p>Continued relationship building with key community stakeholders to enhance our understanding of EDI needs in the local community.</p> <p>Provision of training to Town staff.</p>
	Sustainability Leadership Plan	Development and execution of an annual Climate Change Work plan	Complete	Climate Change Work plans have been developed and actioned annually, The 2022 Work plan received Council endorsement in December 2021 and this work plan will be executed throughout 2022.
	COVID-19 Reopening Plan for Municipal Facilities and Programs	Re-establishment of Town programs and services in line with provincial Reopening Framework	Ongoing	The Town has worked proactively to monitor provincial reopening guidance and has re-established service delivery in line with provincial and local MOH guidelines.
	<p>Service Innovation Deliver services that address increased expectations and service requests and manage the need for new investment.</p>	Customer Service Strategy & External Communications	Development of a strategic approach to Customer Service	Complete
People Strategy & Internal Communications		Progression of actions identified within the People Strategy	Ongoing	Staff have begun to implement recommendations contained within the People Strategy and developed a multi-year operating plan which will further support the achievement of deliverables identified within the overall strategy. This work is scheduled throughout 2022 to support its execution.
Digital Service Delivery Strategy		Development of a strategic approach to Digital Service Delivery	Ongoing	The development of a Corporate IT strategy is ongoing and this, in conjunction with recommendations set out in the Customer Service Strategy will fulfill the need for a strategic approach to Digital Service Delivery. It is anticipated that the IT Strategy will be finalized in Q1, 2022.