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## **Destiny Milton 2: Shaping Our Future Economic Development Service Area Plan**

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**INTRODUCTION**

This Economic Development service area review is one of a number of service area reviews intended to implement the broad goals and objectives contained within *Destiny Milton 2: Shaping Our Future (DM2)*. Other service area reviews include: Community Services & Library, Information Technology, Planning & Development, Engineering Services, and Information Technology.

Milton has experienced tremendous growth since the *Destiny Milton* (or *DMI*) strategic planning process was completed in 1995. Since then, Milton has risen from a population base of 32,100 residents in 1996 to 53,940 residents in 2006. Employment has also increased substantially. The Town has become the fastest growing community in Canada, with strong growth expected to continue into the future.

**DESCRIPTION OF  
THE ECONOMIC  
DEVELOPMENT  
OFFICE**

The Town of Milton's Economic Development Office (EDO) mandate is:

**“To facilitate the economic growth of existing businesses as well as provide resources to organizations wishing to locate in Milton.”**

The EDO's strategic services include site selection, market research, access to local government services, advice on licensing, permits, registration, bylaws and regulations that may impact Milton businesses, and advocacy to regional/provincial/ federal government bodies. In addition, the EDO's marketing of the Town helps direct further investment and promotes the competitive advantage of Milton in comparison to other communities in Ontario.

*Destiny Milton (DMI)* was completed in 1995 and laid out the strategic plan for the Town of Milton for the short, medium and long term. More specifically, it provided the foundational economic development and tourism strategies for Milton. Nine initiatives would help direct Milton from a small town to a progressive, prosperous and competitive town in the Greater Toronto Area. These initiatives included:

- Foster existing business growth;
- Raise Milton's profile;
- Encourage the implementation of new infrastructure;
- Support further development of tourism;
- Foster the health of agriculture;
- Support retail and its role in downtowns;
- Support small business/entrepreneurs in high technology, knowledge-based industries and business services;
- Attract resource efficient industries; and
- Diversify the industrial base.

**DM2 GOALS AND  
OBJECTIVES**

*DM2* is structured with five goals. Each goal has a series of directions that provide the basis for initiatives that are ultimately intended to implement the *Engaging, Balanced, and Connected* vision.

*DM2's* five goals are;

- A responsible, cost effective and accountable local government
- Well managed growth, well planned spaces
- A safe liveable and healthy community
- A diverse and sustainable economy, and
- A thriving natural environment that is a valued community asset to be protected, maintained and enjoyed.

**TRANSLATING  
GOALS INTO  
STRATEGIES**

Four economic development strategies are recommended to guide the Town of Milton's EDO in achieving the related goals and objectives in *DM2*. A fifth targets refreshed marketing and communications materials to reflect new directions as they are implemented. These strategies are to:

- 1. Manage the employment land base** for the long term, targeting higher employment density employers as market conditions evolve, and preserving strategic future employment land opportunities along Highway s 401 and 407;
- 2. Focus on the future in business retention, expansion and attraction initiatives.** The recommended business attraction strategy targets green growth, communications and 'smart' technology growth, and increasing the manufacturing presence. The business retention and expansion strategy focuses on consulting with manufacturers through round table discussions, attracting a Small Business Enterprise Centre, attracting a Skills Training Centre, and maintaining an "Open for Business" stance for the Town;
- 3. Secure the role of the downtown as Milton's distinctive centre** through function, form and appearance.
- 4. Sustain the rural/agricultural and tourism sectors;** and,
- 5. Refresh the Town's marketing and communications materials and messages.**

**TRANSLATING  
STRATEGIES INTO  
ACTIONS**

This section of the Service Area Plan expands upon the strategies with recommended action steps and integrates those economic development policies and related actions defined in the Town's Official Plan (1997) which are still considered appropriate. This enables the Service Area Plan to stand as the one document defining strategy and action for the Economic Development function into the future. The themed economic development strategies are also connected back to *DM2*.

The translation of strategy into action begins with recommendations on the budget and staffing levels considered necessary to support the EDO's responsibilities in implementing *DM2*.

**IMPLEMENTATION  
AND PHASING**

An implementation and phasing plan is provided to guide the EDO to realization of its goals and objectives. It describes the recommended timing over the next ten years for each of the five strategies' action tasks. Tasks are identified for completion in the short (one to three years), medium (three to five years) or long-term (five to ten years). Task responsibilities are specified to ensure accountability among Town departments and local business groups (i.e. Downtown Business Improvement Association (DBIA) and Milton Chamber of Commerce). Stakeholders are identified to initiate each action task and ensure results are achieved. Some tasks have joint responsibility; others require effort from supporting stakeholders providing input, content and/or direction.

Each task will require resources to achieve results. These resources can be staff time and commitment and/or costs such as producing publication materials or improving municipal infrastructure. Each task is also assigned a priority rating of higher, medium or lower. None of the recommended tasks has a truly "low" priority. These ratings are relative and are intended to describe level of importance to successful execution of the five strategies.

**1.0**  
**INTRODUCTION**

Malone Given Parsons Ltd. (MGP) was retained as part of a team led by Meridian Planning Consultants Inc. to complete a Corporate Strategic plan for the Town of Milton. MGP's contribution to the larger effort is to prepare a Service Area Plan for the Economic Development function. This is in furtherance of the goals directions and initiatives established in the first phase of the overall project - the definition of a vision and community goals as articulated in *Destiny Milton 2: Shaping Our Future (DM2)*. This Economic Development service area plan is one of a number of service area reviews intended to implement the broad goals and objectives contained within *DM2*.

Milton has experienced tremendous growth since the *Destiny Milton* (or *DM1*) strategic planning process was completed in 1995. Since then, Milton has risen from a population base of 32,100 in 1996 to 53,940 in 2006. Employment has also increased substantially. The Town has become the fastest growing community in Canada and is expected to increase its population to 147,400 by 2021.<sup>1</sup>

This Economic Development service area plan provides a description of the current Economic Development Office (EDO), outlines the *DM2* goals and objectives as they relate to economic development, translates these into economic development strategies, and translates these strategies into actions and initiatives for the EDO. The plan also provides an implementation and phasing plan to realize its goals.

In the course of this review, the following work was conducted:

- Reviewed *DM1* (1995) and contributed to *DM2* (2006);
- Reviewed economic development strategies/plans affecting the Town of Milton, particularly the Region of Halton's *Comprehensive Economic Development Strategy* (2006) and those prepared for the cities of Brampton and Mississauga;
- Reviewed employment trends from Statistics Canada data (2001) and their implications to Milton;
- Collected D&B Companies of Canada Ltd. business survey and employment counts by sector data (2006) for the Town;
- Collected information on business expansions in Milton;
- Reviewed economic development programs and issues with municipal staff;
- Collected 2006 economic development budget information for neighbouring municipalities in Halton Region and the Greater Toronto Area (GTA) with less than 100,000 residents;
- Examined Milton's economic development expenditures in relation to Halton Region and similar GTA municipalities;

The research, analysis and findings are presented in this Service Area Plan for Economic Development.

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<sup>1</sup> Best Planning Estimates Report (PD-028-07) to Chair and Members of the Administration & Planning Standing Committee, completed by E. Iovio, Director of Planning & Development, April 16<sup>th</sup>, 2007.

## 2.0 DESCRIPTION OF THE ECONOMIC DEVELOPMENT OFFICE

This section of the Economic Development Service Area Plan describes the Town of Milton's Economic Development Office (EDO). It provides a 'snapshot' of current the office structure, organization, responsibilities and programs, and discusses *DMI* initiatives.

### 2.1 Current EDO

The Town of Milton's EDO mandate is:

**“To facilitate the economic growth of existing businesses as well as provide resources to organizations wishing to locate in Milton.”**

The EDO's strategic services include site selection, market research, access to local government services, advice on licensing, permits, registration, bylaws and regulations that may impact Milton businesses, and advocacy to regional/ provincial/ federal government bodies. In addition, the EDO's marketing of the Town helps direct further investment and promotes the competitive advantage of Milton in comparison to other communities in Ontario.

Currently, there are two full time staff members (Manager of Economic Development and Economic Development Officer), with no administrative support staff. Up to the fall of 2006, the EDO had one full time staff member. All of the Economic Development responsibilities and programs rolling out from *Destiny Milton* had rested on the one full time staff member, who has also carried responsibility for corporate real estate, communications and other strategic projects. The EDO budget was approximately \$160,000 for the 2006 fiscal year.

### 2.2 DM1

*Destiny Milton (DMI)* was completed in 1995 and laid out the strategic plan for the Town of Milton for the short, medium and long term. More specifically, it provided the foundational economic development and tourism strategies for Milton. Nine initiatives would help direct Milton from a small town to a progressive, prosperous and competitive town in the Greater Toronto Area. These initiatives were to:

- Foster existing business growth;
- Raise Milton's profile;
- Encourage the implementation of new infrastructure;
- Support further development of tourism;
- Foster the health of agriculture;
- Support retail and its role in downtowns;
- Support small business/entrepreneurs in high technology, knowledge-based industries and business services;
- Attract resource efficient industries; and



- Diversify the industrial base.

They are summarized below, with commentary on their current status:

Initiative #1 – To foster existing business growth: The Town of Milton established an Economic Development Advisory Committee, EDO and four strategic subcommittees (Marketing, Office, SMART Community, and Post-Secondary).

The Marketing Subcommittee is a joint venture with property developers in Milton. Its focus is to provide input into the development of a marketing strategy for the Town and promote the competitive advantage of Milton over other Ontario communities. Fifty percent of the funding to support this subcommittee comes from the local property developers and the remaining fifty percent is supported by the Town.

The Office Subcommittee mandate is to encourage the development of office buildings in the Town.

To ensure that Milton can be promoted as a ‘Smart’ or technologically advanced community, the SMART Community Subcommittee was established.

For the purpose of attracting a post secondary institution to Milton, a Post Secondary Subcommittee was established. This subcommittee targets the attraction of a satellite campus from one of Ontario’s universities and colleges. An example would be attracting a satellite campus from Sheridan College (located in Oakville) focused on programs in industrial technology because of the large manufacturing presence.

Another action plan under this initiative was to enhance communication between the Town and the business community. Communications between the business community and the Town have been improved. A total of 10 to 12 executive calls per year with local businesses are conducted by the Town. This program provides an opportunity for local businesses to express how the Town can best service their business needs. Communications materials have also been developed with an economic development newsletter, town annual report, and through the Town website.

Initiative #2 – To raise Milton’s profile: Promotional materials have been developed in 2001 and 2005 that market Milton as a compelling business location. The 2005 promotional materials are more focused on industrial and commercial development. A database of advisors to business seeking new locations has been developed and communications materials are distributed to these influential companies.

Locational and directional signage throughout the Town has improved with new gateway signs and the painting of rail bridges. Present opportunities exist

to improve the locational and directional signage along Highway 401 near the James Snow Parkway and Highway #25 turnoff lanes.

Initiative #3 – To encourage the implementation of new infrastructure: New sewer and water capacity was made available in 2002. This expansion released the cap on residential, commercial and industrial development, enabling the Town's subsequent rapid growth.

Initiative #4 - To support further development of tourism: The Mohawk Racetrack was established by the Ontario Lottery and Gaming Corporation (OLGC). This gaming attraction has a regular horse racing schedule with slot machines.

The Town has been successful at attracting a hotel/conference centre development in Milton. The Ramada Inn Hotel has added conference space for meetings of up to 450 people. In addition, the new Holiday Inn Express has opened a 92-room hotel which can accommodate conferences, board meetings, and social functions for up to 250 people.

Efforts have been made to develop the arts, crafts and heritage activities and attractions in the Campbellville area. Banners have been designed and the local park has been improved aesthetically, but there has been no growth in merchants or visitors in this area. More broadly, investing more time and funding towards the development of historical and heritage attractions in the community has been challenging with more immediate economic development priorities.

Initiative #5 – To foster the health of agriculture: The Province of Ontario's recent Greenbelt Plan has protected countryside in the Town of Milton. In addition, the agricultural area designation's purpose, as stated in the Town of Milton Official Plan (1997, Consolidated January 2001), is to preserve prime agricultural soil and maintain as much as possible lands for existing and future farm use.

Initiative #6 – To support retail and its role in downtown: The Town made financial contributions towards aesthetically improving the downtown streetscape; however, many of the business facades and rear entrances have not been improved. The downtown is currently in a state of transition.

'Big box' retail development has expanded into Milton over the past ten years. Typically these retailers locate at major commercial nodes, outside of the downtown. The DBIA has not opposed these retailers expanding into the community as they established themselves in Milton.

Attempts have been made to extend shopping hours on a uniform basis in the traditional downtown. This has been a difficult objective since it requires coordination among individual business owners who may have different client bases and circumstances.

Since *DMI*, the previous and current owners of the Milton Mall have invested in this property. The Zellers has been expanded by approximately 25,000 sq. ft. and an additional anchor (Sport Check) has established itself in the Mall.

Initiative #7 – To support small business/entrepreneurs in high technology, knowledge-based industries and business services: This initiative is part of the everyday operations of the EDO; supported in part by the Region of Halton's Business Development Office in Oakville. Milton is endorsed by other business owners as a viable business location and their testimonials are incorporated into the Town's promotional materials and website.

Initiative #8 – To attract resource efficient industries: This initiative was relevant to the Town when water and sewer capacities were at their limits. Any additional industry users were required to have low water and sewer demands. It has been superseded by the availability of new services capacities

Initiative #9 – To diversify the industrial base: Part of the EDO's long term objective is to allow existing businesses to expand locally and attract new businesses to locate into Milton. The economic growth provides additional employment opportunities locally and diversifies the economic base. This initiative was further supported by the incorporation of the Milton Business Park lands in the Halton Urban Structure Plan and the Town's new (1997) Official Plan

**3.0**  
**DESTINY**  
**MILTON 2:**  
**SHAPING OUR**  
**FUTURE GOALS**  
**AND**  
**OBJECTIVES**

This section of the Service Area Plan describes the economic development oriented goals and objectives established in the *DM2 Strategic Plan*. These define the context for the economic development strategy and its implementation, as addressed in subsequent sections of this report.

*DM2* is structured with five goals. Each goal has a series of directions that provide the basis for initiatives that are ultimately intended to implement the overall Vision for an *Engaging, Balanced, and Connected* community.

This section also reviews the alignment between *DM2*'s goals with the Region of Halton's *Comprehensive Economic Development Strategy* themes and goals.

**3.1**  
**Goals Linked to**  
**Economic**  
**Development**

*DM2*'s five goals are;

- A responsible, cost effective and accountable local government
- Well managed growth, well planned spaces
- A safe liveable and healthy community
- A diverse and sustainable economy, and
- A thriving natural environment that is a valued community asset to be protected, maintained and enjoyed.

These goals were purposely not given any particular numerical sequence or priority, neither were their supporting Directions and Initiatives. Nonetheless for purposes of cross reference and communication sequential numbers have been added to each for this report's purposes. The numbered directions and initiatives considered to be key to shaping the EDO's mandate are set out below.

Some of the goals and their respective directions and initiatives fall within the mandates of other departments, particularly Planning. They are highlighted here to flag their importance to managing the Town as a destination for investment and employment. They are also directions which merit "championing" by the EDO even where that function might not be the implementing department.

The fourth goal of a diverse and sustainable economy is most aligned with achieving the EDO's mandate; however, the first three also define relevant directions for Economic Development. The fifth is considered key to quality of life – one of a community's most basic assets in promoting itself as a place to operate a business.

**Goal #1:**  
**A responsible,  
 cost effective and  
 accountable local  
 government**

Two DM2 directions support the goal of providing responsible, cost effective and accountable local government. These directions and their accompanying initiatives are:

<b>Directions:</b>	
<b>2.</b>	<b>Engage in transparent and accountable decision-making processes and actions.</b>
<b>Initiatives:</b>	
4.	Increase the use of electronic communication to ensure that residents and business owners are aware of municipal opportunities and initiatives.
9.	Encourage communication service providers to make Milton a more connected community to facilitate commerce and involvement in civic affairs and community activities.

<b>Directions:</b>	
<b>4.</b>	<b>Demonstrate leadership on matters that affect Milton.</b>
<b>Initiatives:</b>	
4.	Ensure that Milton's interests and needs are known at the Regional level.
5.	Continue local political and staff participation on Boards and Committees both within and outside the Milton community.

**Goal #2:**  
**Well managed  
 growth, well  
 planned spaces**

Three of the four directions under this goal have economic development implications:

<b>Directions:</b>	
<b>1.</b>	<b>Encourage the provision and maintenance of an appropriate mix of residential, commercial, industrial and institutional uses.</b>
<b>Initiatives:</b>	
1.	Encourage the development of a range of uses [i.e. employment land, Central Business District added] that will support Milton as a place to live, work and play.
2.	Create a sense of civic identity and pride through a high standard of urban design for all new development.
7.	Encourage the location of high density development on major arterial roads, transit corridors and employment areas.
9.	Encourage the provision of a healthy supply of employment and commercial lands to serve local needs at all times.
10.	Encourage the siting of employment areas in locations that are easily accessed by 400 series highways.
11.	Encourage the development of home based businesses in the rural area.

Initiatives 2, 7 and 10 have economic development implications for the Town and warrant strong support from the EDO, however fall more within the implementing mandate of the planning department.

<b><i>Directions:</i></b>	
<b>2.</b>	<b>Facilitate the safe movement of people and goods, and enhanced travel to, from and within the community.</b>
<b><i>Initiatives:</i></b>	
3.	Encourage the use of and access to public transit throughout the urban area and in a manner that provides access to rural residents.
4.	Encourage the enhancement of GO service in Milton.
5.	Encourage the development of higher density uses on transit corridors to facilitate the use of transit.
7.	Encourage the establishment of an integrated transportation system that safely and efficiently accommodates all modes of transportation.

Initiatives relating to GO Transit and local public transportation have economic development implications for the Town, however they fall more within the implementing mandates of the planning community services departments.

<b><i>Directions:</i></b>	
<b>3.</b>	<b>Encourage cost effective and timely municipal/community infrastructure development.</b>
<b><i>Initiatives:</i></b>	
1.	Encourage the efficient use of land to make the best use of infrastructure and services.
2.	Ensure that the Town demonstrates leadership in any future urban expansion to ensure that new development is as cost effective as possible.
3.	Ensure that appropriate financial plans and infrastructure strategies are in place before development occurs.

**Goal #3:**  
**A safe liveable**  
**and healthy**  
**community**

The two relevant directions supporting this goal are to:

<b><i>Directions:</i></b>	
<b>1.</b>	<b>Promote and facilitate active and healthy lifestyles and life long learning.</b>
<b><i>Initiatives:</i></b>	
6.	Promote a development of a strong arts and cultural community that builds upon knowledge, history and experience.

**Goal #4:**  
**A diverse and sustainable economy**

<b>Directions:</b>	
<b>3. Protect and enhance our heritage, identity and character.</b>	
<b>Initiatives:</b>	
3.	Encourage key community events (e.g., farmer's market, Country Heritage Park, Pick-Your-Own farms, steam era, fall fair and Canada Day) that help shape identity and contribute to community spirit.
4.	Establish and maintain a community identity that sets Milton apart from others through the holding of community events, promotion and branding.
9.	Encourage economic activities in the rural area that support the values and character of the rural system.
10.	Encourage the preservation and enhancement of the heritage, vitality and character of hamlets.
12.	Encourage the maintenance of agriculture as a part of the Town's economy.

The DM2 Strategic Plan provides three directions to guide Milton in becoming a more diverse and sustainable economy. These directions are to:

<b>Directions:</b>	
<b>1. Make the Central Business District the main focal point of the community.</b>	
<b>Initiatives:</b>	
1.	Reinforce and encourage the function of the Central Business District as the administrative, cultural, entertainment, commercial, social and historic focal point of the community.
3.	Encourage the development of residential uses in the Central Business District to support local businesses.

<b>Directions:</b>	
<b>2. Attract and retain employers that provide a range of employment opportunities and assessment growth.</b>	
<b>Initiatives:</b>	
1.	Leverage Milton's high quality of life and community identity to attract investment.
2.	Encourage the development of the business infrastructure required to attract uses that will contribute to the quality of life in the Town.
3.	Facilitate the establishment of a competitive business environment that is able to easily adapt to changing circumstances and priorities.
4.	Encourage the establishment of 'green/sustainable' industry.
5.	Support a post-secondary educational presence in the Town.
6.	Enhance the Town's economic development role.
7.	Work with other levels of government, encourage additional investment in Milton.

- |    |   |
|----|---|
| 8. | Work with existing businesses to establish initiatives to attract additional investment.            |
| 9. | Continue to encourage the availability of an appropriate supply of land for future employment uses. |

**Directions:**

**3. Encourage the private sector to meet the retail needs of a growing population in a reasonably timely manner.**

**Initiatives:**

- |    |  |
|----|--|
| 1. | Encourage the further development of retail and service uses in the CBD.   |
| 2. | Encourage the development of regional-scale retail uses in appropriate locations to ensure that all consumer needs can be met in the Town. |
| 3. | Provide opportunities for a wide range of retail uses in the Town.   |
| 4. | Provide opportunities to integrate retail uses with residential uses on major roads.   |
| 5. | Encourage the development of appropriate commercial and tourist commercial uses in the rural area and hamlets.                             |

**Goal #5:**

**A thriving natural environment**

No directions and initiatives relating to economic development were relevant for the DM2 goal to provide a thriving natural environment, however this goal targets an asset that can be marketed by the EDO.

**3.2**

**Alignment with the Region of Halton's Economic Development Strategy**

The DM2 Strategic Plan is consistent with the Region of Halton's *Comprehensive Economic Development Strategy*, completed in September 2006. The strategy included extensive consultation within Halton Region, drawing on feedback from the local municipal governments, residents, business community, development industry, industry sector associations, education and non-profit organizations. The vision statement from this report is intended to guide the economic development strategy. The vision statement is;

*"Halton will be a Region with an innovative and diverse economy built on the basis of its choice competitive location, vibrant skilled labour force, high quality infrastructure and a positive business environment where skilled workers live and work."*

Five themes and associated goals are presented in Halton's economic development strategy, which align with and are relevant to the Town of Milton's DM2. The five themes and associated goals are:

*Theme #1: Halton – A location of choice for business.* The goal of this theme is to increase awareness of Halton as a location of choice for business.



*Theme #2: Competitive Business Environment.* Halton Region will ensure that the cost to develop and operate a business will remain competitive within the Greater Golden Horseshoe (GGH).

*Theme #3: Supporting Entrepreneurialism & Skills Development.* This goal recognizes that entrepreneurs need to be supported to attract additional employment growth to Halton Region. The Region will play a coordinating role among industry and education and training facilities to advocate for apprenticeship and skilled trades training and education and to attract and support new educational and training institutions.

These first three themes and associated goals align with *DM2*'s fourth goal of "a diverse and sustainable economy."

*Theme #4: Strategic Partnerships to Support Business.* Halton Region will maintain strong partnerships with local municipalities in the delivery of services to its businesses. It will advocate to other levels of government to improve Ontario's and Halton's competitive position in the global marketplace, and will support economic development partnerships initiatives within Halton that support Regional priorities.

This theme and associated goals aligns with Milton's *DM2* goal of providing "responsible, cost effective and accountable government." This goal's objectives are to engage other levels of government to ensure resident and business owner interests are known. An additional objective is to participate on Boards and committees within and outside the Milton community.

*Theme #5: Planning for Economic Prosperity.* Supporting goals include:

- To maintain an adequate supply of serviced industrial/commercial land to support economic growth;
- To implement programs and strategies to support economic growth in key corridors and sectors of Halton;
- To provide incentives for economic growth which meet the objectives of the Province's *Places to Grow Plan* and the *Halton Region Official Plan*; and,
- To ensure that transportation infrastructure in Halton supports economic growth.

This theme is aligned with *DM2*'s goal of "well managed growth and well planned spaces." Specifically, this goal directs the Town to encourage the provision and maintenance of an appropriate mix of residential, commercial, industrial and institutional uses. The Town is also directed to facilitate the safe movement of people and goods, and enhanced travel to, from and within the community.

The following table summarizes the alignment of the *DM2* goals and the Region of Halton's *Comprehensive Economic Development Strategy* themes and associated goals.

**Table 3.1 - Alignment of the Region of Halton's *Comprehensive Economic Development Strategy* with Milton's *DM2***

Destiny Milton 2: Shaping our Future	Region of Halton's Comprehensive Economic Development Strategy	
Goals	Themes	Goals
1. A responsible, cost effective and accountable local government	Strategic Partnerships to Support Business	Maintain strong partnerships with local municipalities in the delivery of services to Halton's businesses  Advocate to other levels of government to improve Ontario's and Halton's competitive position in the global marketplace  Foster stronger links with education, training and innovation networks to support Halton businesses  Support economic development partnership initiatives within Halton that support Regional priorities
2. Well managed growth, well planned spaces	Planning for Economic Prosperity	Maintain an adequate supply of serviced industrial commercial land to support economic growth  Implement programs and strategies to support economic growth in key corridors and sectors of Halton  Provide incentives for economic growth which meet the objectives of the Province's Places to Grow Plan and the Halton Region Official Plan  Ensure that transportation infrastructure in Halton supports economic growth
3. A safe, livable and healthy community		
4. A diverse and sustainable economy	Halton - A location of choice for business	Increase awareness of Halton as a location of choice for business
	Competitive Business Environment	Ensure that the cost to develop and operate a business remains competitive within the Greater Golden Horseshoe (GGH)
	Supporting Entrepreneurialism & Skills Development	Encourage new entrepreneurs, start up and growing businesses in Halton  Provide support to business in skills development
5. A thriving natural environment		

**4.0**  
**TRANSLATING**  
**GOALS INTO**  
**STRATEGIES**

This section of the Service Area Plan translates the goals and objectives defined in the *DM2* Strategic Plan into a cohesive high level set of economic development strategies. These are intended to fulfill two purposes:

- Define a logical structure that links DM2 Goals, Directions and Initiatives with the background research and analysis undertaken in support of the service area plan; and,
- Define strategic theme areas that can drive specific functions and programs for implementation by the EDO and/or other departments.

Four economic development strategies are recommended to guide the Town of Milton's EDO in achieving the related goals and objectives in *DM2*. A fifth targets refreshed marketing and communications materials to reflect new directions as they are implemented. These strategies are to:

- 1. Manage the employment land base for the long term;**
- 2. Focus on the future in business retention, expansion and attraction initiatives;**
- 3. Secure the role of the downtown as Milton's distinctive centre;**
- 4. Sustain the rural/agricultural and tourism sectors; and,**
- 5. Refresh the Town's marketing and communications materials and messages.**

These strategies are articulated below. They are subsequently expanded to incorporate related strategic policies from the Town of Milton Official Plan (1997), and linked back to the *DM2* framework as action steps recommended to implement its initiatives in Section 5.0. Over all, they are recommended in the spirit of offering directions Milton needs to consider as it matures from a Town of some 31,300 people in 2001 to one with more than 2.5 times that figure in 2011.

*Strategy #1:*  
*Manage*  
*employment lands*  
*for the long term*

The strategic management of Milton's employment lands base will require staged approaches over the short, medium and longer terms. These target three objectives:

- Ensuring that the Town has a more than adequate supply of attractively located, serviced and competitively priced employment lands suitable for a diverse range of business users;
- Ensuring that higher profile opportunities for higher employment density uses are preserved for those uses; and,
- Preserving and realizing the opportunity to create a strategic employment lands bank along the Town's easterly Hwy 401 and Hwy 407 frontages - here called the East Milton Business Park (EMBP) (see Figure 4.1).

Figure 4.1 - East Milton Business Park

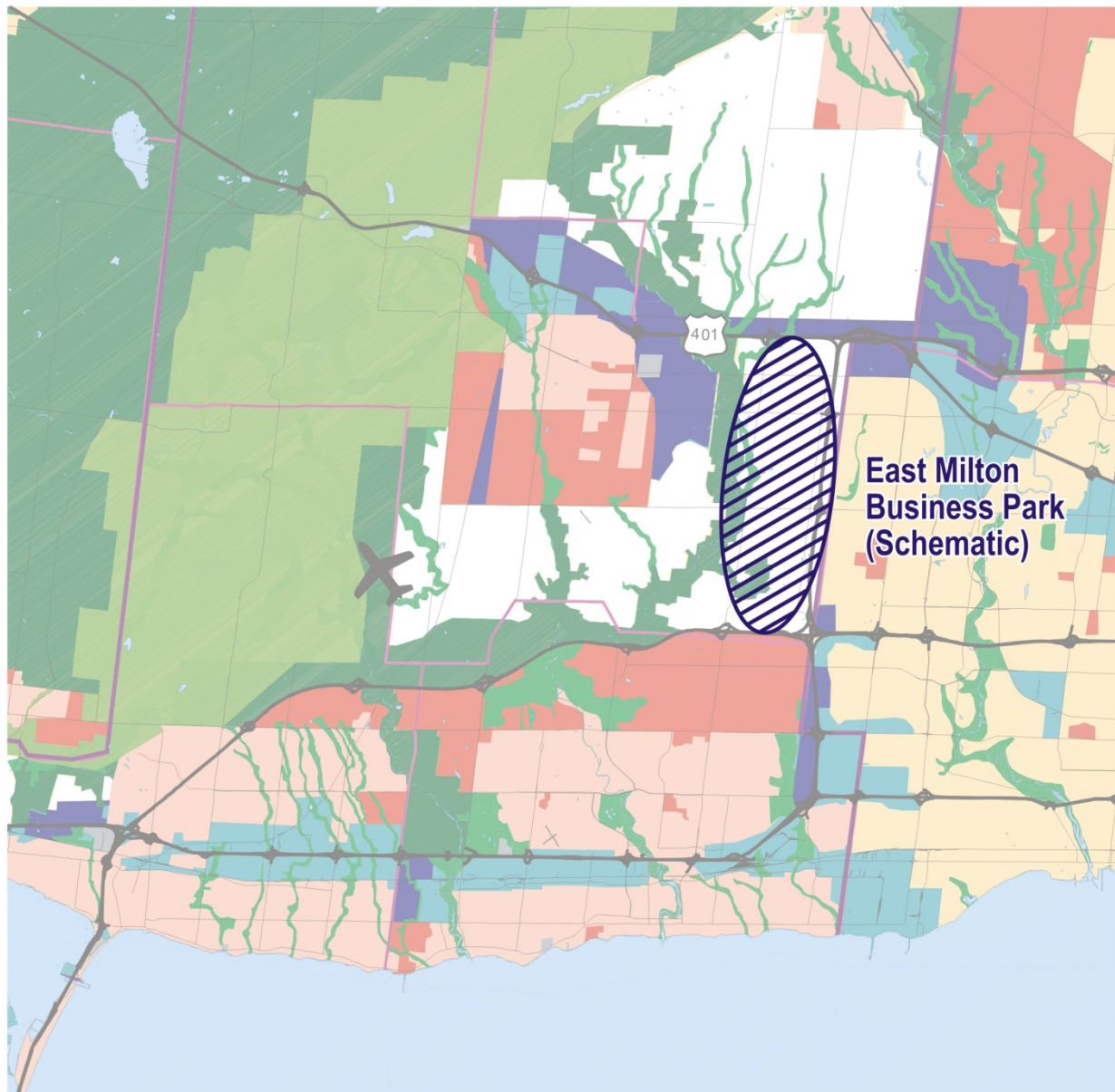


Figure 4.1:  
**EAST MILTON BUSINESS PARK**

**Land Use Policy Designations  
in Approved Official Plans**

- Urban Areas
- Employment Areas
- Major Open Space
- Non-Urban Areas
- Vacant Urban Areas within  
Approved Official Plans
- Vacant Employment Areas within  
Approved Official Plans
- Vacant Non-Urban Areas in the GTA  
excluding any allowance for development  
within Towns and Villages identified in the  
Provincial Greenbelt Plan, ORM and NEP

**Provincial Plans**

- Provincial Greenbelt Plan - Protected Countryside
- Towns and Villages within the Greenbelt Plan
- Oak Ridges Moraine Conservation Planning Area
- Settlement Areas within the ORM
- Niagara Escarpment Plan Boundary
- Urban Areas within the Niagara Escarpment

**Boundary, Transportation and  
Utility Information**

- Regional Boundaries
- Municipal Boundaries
- Existing Highways
- Proposed Highways
- Airports

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BASE MAPS AND LAND USE DESIGNATIONS  
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Information shown on this drawing is a generalized composite of  
various land use designations in Official Plans and is not intended  
to be used for legal purposes.  
For current land use designations and planned and proposed changes  
contact the relevant planning and/or official planning authorities.  
GTA REGIONAL LAND AND CONSERVATION PLANNING AREA  
GTA Region-Milton Planning and Development Department  
Milton Given Parsons Ltd. and its partners, with the Ontario Ministry of  
Natural Resources & Forestry, 2005.  
NORTH ARROW AND SCALE  
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may be approved and subject to confirmation through the Niagara  
Escarpment Commission. The Niagara Escarpment Commission is the  
designated authority for the Niagara Escarpment Plan. The Niagara Escarpment  
Plan is a provincial plan and is not intended to be used for legal purposes.  
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and is not intended to be used for legal purposes.

PROVINCIAL GREENBELT PLAN  
Provincial Greenbelt Plan was obtained from the  
Ministry of Natural Resources and Forestry.  
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Malone Given Parsons Ltd.

Land uses and designations are as of late 2005.

### Short Term

Given its location and land base relative to the wave of westward expansion and market interest in employment lands, Milton's shorter term imperatives are to:

- Continue to offer comprehensive and timely information and assistance to firms seeking new locations in Milton;
- Continue to ensure an appropriately high standard of design quality for new locations adjacent to and visible from Highway 401 and the town's arterial and collector road networks;
- Continue to set aside and hold prime locations (the 401, James Snow Parkway) for higher intensity business park uses (e.g., office, research and development, possibly manufacturing or distribution with a large office component); consider the creation of a new "Prestige Office" designation to clearly define requirements for high profile lands in future secondary plans;
- Follow through on current discussions with Halton Region regarding "squaring out" the 401 Industrial/ Business Park to the north;
- Ensure that planning currently underway at the Regional and Provincial levels recognizes the need to set aside and service a substantial EMBP land area over the long term. Pending future highway extensions, this area represents the west GTA's last opportunity to preserve a strategically located employment lands mass of the same scale as those building out in Mississauga, Brampton and Vaughan. At minimum this area should include lands between the 401 and 407 Highways and the next adjacent arterial road, however the amount of land to preserve should ultimately be defined on a land use structure basis that considers a time frame beyond the 2031 planning horizon.

Milton has enjoyed great success in attracting large floorplate warehousing and distribution users to its land base. While these uses bring substantial assessment benefits to the Town, their low employment densities means they are not able to generate the same spin-off benefits that higher density uses can, particularly in retail and service spending by employees and demand for business services and other supplier inputs in support of the employers' core functions. These benefits, along with the higher skill sets and pay scales associated with higher employment density uses, are the fundamental rationale for setting lands aside for and trying to attract such uses.

### Medium Term

Milton's medium term imperatives under this strategy are to continue on the course outlined above while positioning to bring designations and services to the EMBP:

- Ensure that land use and infrastructure planning recognize the long term benefits of creating the Business Park and start laying out the necessary foundation elements to realize it: high level designations in the Regional and Town Official Plans as they are reviewed and updated, and servicing strategies that will create the treatment and distribution capacities necessary to service these lands.

The possible but uncertain prospect for a major inter-modal facility at the CN Rail site in south Milton (at Britannia and Tremaine Roads) may also create an opportunity for employment uses clustered in the same area, with fairly ready access to Hwy 407. However, this prospect is not within the Town's control.

#### Longer Term

The Town's longer term imperatives are to follow through on the implementing details of planning for and servicing employment uses of these lands in order to bring them to market as the current land base is being built out. In the meantime, continue to apply the shorter term actions as outlined above.

One market cue that these lands are required sooner than later will be pressures to down-designate or zone future Prestige Office locations for lower order (e.g., warehousing) uses. These pressures should be anticipated and accommodated through the provision of new EMBP lands with permissions for those lower order uses. This would enable the Town to continue to both provide sites for less employment intensive uses and hold better located sites for higher density uses.

#### *Strategy #2: Focus on the future in business attraction, retention and expansion initiatives*

With the release of the 2006 Census population and growth figures, Milton is now widely known as the fastest growing municipality in Canada. With reference to Figure 4.2, it is also evident that the Town is very well located to serve growth in the undesignated "white belt" and currently designated urban expansion lands ringing the west side of the GTA. These realities, coupled with accelerating interest in a "Green" agenda, outline direction for a development strategy grounded in competitive advantages that are today, or can be tomorrow, unique to Milton. At the same time, Milton has growing resident labour force strengths that can be marketed to attract specific sub-sectors in manufacturing. This resident labour force is a key asset in Milton's ongoing ability to attract employers to the Town.



The map displays the West GTA "White Belt" and Urban Expansion Lands, outlined in red. Within this area, the Current Milton Urban Area and Urban Expansion Lands are outlined in blue. Two specific locations are marked with green asterisks and labeled: Halton Hills Generating Station and Halton Waste Management Site. The map also shows various land use patterns, including green fields, yellow urban areas, and blue water bodies. Major roads and highways are visible, along with an airport icon.

Legend:

- West GTA "White Belt" and Urban Expansion Lands
- Current Milton Urban Area and Urban Expansion Lands

**Land Use Policy Designations in Approved Official Plans**

- Urban Areas
- Employment Areas
- Major Open Space
- Non-Urban Areas
- Vacant Urban Areas within Approved Official Plans
- Vacant Employment Areas within Approved Official Plans
- Vacant Non-Urban Areas in the GTAH excluding any allowance for development within Towns and Villages identified in the Provincial Greenbelt Plan, ORM and NEP

**Provincial Plans**

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- Towns and Villages within the Greenbelt Plan
- Oak Ridges Moraine Conservation Planning Area
- Settlement Areas within the ORM
- Niagara Escarpment Plan Boundary
- Urban Areas within the Niagara Escarpment

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BASE MAPS AND LAND-USE INFORMATION  
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NIAGARA ESCARPMENT PLAN  
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PROVINCIAL GREENBELT PLAN  
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The recommended future-oriented **business attraction** strategy would target the following areas:

1. Green Growth;
2. Communications and ‘Smart’ Technology Growth; and,
3. Increasing the Manufacturing Presence.

With regard to **business retention and expansion** (BRE), most every business in Milton today is important to the Town’s economy and future, and so warrants attention through continuing investment in BRE programming. Nonetheless, strategic investment of limited resources suggests that sectors with the greatest potential impact on increasing future employment densities and value-added should be the focus of targeted effort. Four action areas are recommended:

1. Consult with Manufacturers through Round Table discussions;
2. Attract a Small Business Enterprise and Innovation Centre to Milton;
3. Attract a Post Secondary Education facility to Milton; and
4. Maintain an “Open for Business” stance for the Town.

### **Business Attraction**

#### **1. Green Growth**

This strategy would position Milton as an innovator in and centre of excellence in practice in Green Growth - an ideal location for employers in the building materials and construction industry, and as a centre of excellence for new building materials technologies, green building and community development expertise. This could have the following elements:

- Target building products manufacturers, particularly those developing new materials, process and designs to achieve greater material, energy, greenhouse gas and other “ecological footprint” efficiencies;
- Target new home and commercial construction firms, promoting Milton as an ideal location for a west GTA office;
- Target college and university satellite locations for programs related to building design and technologies;
- Develop planning policies that define expectations for “green” community plans and building technologies, building on the precedents Mattamy Homes has established with its ECO-Tech Village explorations;
- Promote Milton as a location for planning and design studies at colleges and universities with a focus on new approaches to sustainable community design.

By virtue of its proximity to the new Halton Hills gas-powered generating station, and the Town’s hosting of the Halton Waste Management Site and it’s new energy from waste generating station (see Figure 4.2), there may



also be opportunities to attract industries that might make use of waste heat from those operations.

## 2. Communications and ‘Smart’ Technology Growth

As first anticipated in *Destiny Milton 1*, the Town’s rapid growth also creates opportunities for communications and related technology services providers to use Milton as a test site able to generate relatively quick assessments of new technologies, e.g., fibre optic networks, remote ‘smart home’ home controls etc. The Town can use such piloting as an icon for its own branding as a centre of innovation in growth and as a point of attraction for business expansions or new locations. Attracting and building on such piloting could include:

- Compiling a specific marketing package profiling Milton’s growth, demographics and employment structure;
- Contacting service providers, promoting the Town as a site for piloting new technologies and exploring what Milton can do to facilitate or add value to the piloting effort;
- Leveraging a pilot presence into a branch or head office presence for the service providers so engaged; and,
- Incorporating Milton’s role as a test site into its marketing message and materials.

## 3. Increasing the Manufacturing Presence

Municipalities everywhere focus much of their marketing efforts on the manufacturing sector. Manufacturing is also challenged on several fronts and is widely expected to experience declining employment (vs. output) into the future. Nonetheless, it will continue to be a key wealth generator. Milton has competitive advantages that can set it apart and which can enable the Town to continue to attract manufacturers to its employment lands. These advantages stem from location and available land, as well as a substantial skilled resident labour force that today out-commutes to jobs in other municipalities. A targeted marketing campaign is recommended, to include:

- Compilation of marketing materials profiling Milton’s labour force and its commuting patterns, the current manufacturing presence, and testimonials describing the benefits of a Milton location;
- Identification and utilization of effective communication channels to reach the following specific sectors:
  - Computer & Electronic, Electrical Equipment, Appliance & Component manufacturers; and,
  - Transportation Equipment manufacturers.

### **Business Retention and Expansion (BRE)**

Four areas of initiative are recommended to expand the Town's ongoing Business Retention and Expansion programming.

#### **1. Consult with Manufacturer's through Round Table Discussions**

It is recommended that the Town institute a manufacturing-specific component to its BRE efforts through a consultation program with manufacturers and other partners. It is recommended that the Town institute a more generalized version of a "cluster initiative" with a manufacturing-specific component to its BRE efforts. This could entail:

- Defining a consultation program with manufacturers and other partners (e.g., upper tier and provincial & federal government agencies, educators) to elicit guidance on what business support, transportation, training etc. issues are common to industry, and which the sector as a whole and the Town could assist in resolving, and gaining municipal commitment to follow through on resolutions it can implement;
- Contacting leading employers, innovators and potential other partners to confirm interest in participating in an ongoing "Manufacturers Round Table"; consider the merits of aligning with the "Excellence in Manufacturing Consortium"; contact post-secondary educators to determine their interest in participating;
- Defining expectations, ground rules and a meetings schedule (quarterly or semi-annual, time of day);
- Hosting scheduled meetings, with participation by the Mayor and perhaps rotating senior staff members in addition to the EDO;
- Acting on/facilitating implementation of recommendations arising from the Roundtable sessions.

#### **2. Attract a Small Business Enterprise and Innovation Centre to Milton**

The Region of Halton currently operates a Business Development Centre in Oakville, as part of its responsibility for this element of economic development in Halton. The Region's recently adopted *Comprehensive Economic Development Strategy* addresses continued investment in this function. Given the growth expected to occur in north Halton, it is recommended that the Town champion the Region's development of a Small Business Enterprise and Innovation Centre in Milton. Planning for this centre should adopt the approach established by the Innovation Synergy Centre in Markham as a model for the longer term. Shorter term initiatives could address:

- Milton setting aside office space for the centre, ideally linked to the EDO, or a downtown library or storefront;

- Milton and the Region promoting the centre as a locus for programming in innovation development;
- Creating the sponsor, education, and mentor partnerships necessary to enhancing the centre's capacity to foster innovation throughout Halton Region.

### 3. Attract a Post Secondary Education Facility to Milton

Similarly, the Town should continue in its efforts to attract a Post Secondary education facility to the site now set aside for that purpose. The Town's current success in attracting warehousing, logistics and distribution operations also identifies a possible foundation for targeting a post secondary satellite campus for related educational programs.

Similarly, the Town could target the creation of a Skills Training Centre in Milton, with the Whitby Campus of Durham College as a model. This would require partnership with a college with current or planned programming in skills development for trades. It would have its own specialized facility requirements that could be provided in concert with more traditional teaching space that might be created on the site the Town has set aside for this purpose. Otherwise, a site in one of the town's current or future employment areas would be ideal. Shorter term initiatives could address:

- Canvassing the Town's and the Region's (in concert with the Regional EDO) manufacturing and distribution businesses and the Peel Halton Dufferin Training Board on their training needs;
- Consulting with central-west GTA colleges to determine the fit of their current and desired future programming with the identified needs;
- Pitching Milton as a location for a new training centre in the west GTA;
- Creating the government and sponsor partnerships necessary to fund the construction of the training centre in Milton; and,
- Championing centre construction and start-up programming.

### 4. Maintain an "Open for Business" Stance for the Town

It is recommended that the Town's EDO continue to deliver programming (e.g., the Business Leadership Panel) that identifies local business matters and concerns and is responsive in dealing with them.

#### *Strategy #3: Secure the role of the Downtown*

Maintaining Milton's historic downtown as the Town's distinctive centre and focal point is considered critical to the Town's broader ability to have a "there" there, an identity based on characteristics unique to Milton and its heritage. The Town has made important commitments to keeping civic uses in the downtown, and continues to do so with its recent decision to develop

an Arts and Cultural Centre at its east end. The ongoing review of the Town's Official Plan is also recommending extension of the Central Business District designation further east to the James Snow Parkway, a direction supported in this report.

Securing the downtown's role as Milton's distinctive centre must address several factors:

- Function; as captured in *DM2*'s Initiative to "reinforce and encourage the function of the Central Business District as the administrative, cultural, entertainment, commercial, social and historic focal point of the community", but also giving attention to such requirements as parking and accessibility by transit;
- Form; most particularly as managed through land use planning tools; and,
- Appearance; in terms of maintaining both the historical character of the current downtown streetscape and its quality of design and upkeep.

Each of these is expanded upon below. As will become evident, many of the identified strategies will need to be implemented fully or in part by the Town's Planning Department. Others (e.g., business attraction, incentives, programming) are typically managed by or jointly with the EDO function and other partners. A suggested breakdown of responsibilities is provided in Section 6.0.

### Function

Programs and actions in this area should address:

- Maintaining the downtown as the only location to which certain facilities will be directed, particularly civic, administrative, cultural, and post secondary educational;
- Continued efforts to attract a post secondary educational use to the downtown site now dedicated to that initiative;
- Providing incentives to aid in attracting preferred uses to the downtown, e.g., specialty retail, restaurant, professional services, mixed use development. Incentives might include waivers of building permit and development charges on building improvements, expansions or new construction, and "Tax Increment Financing" (TIF's) to provide municipal tax rebates for a post improvement period to mitigate the tax cost impact of investing in building improvements or new construction in the downtown, all as part of a Community Improvement Plan area initiative (see below);
- Investing in uses or facilities that serve to make the downtown a more attractive destination, including such facilities as parking improvements and public squares, a community centre, a site for a future theatre, etc.;

- Considering whether and how the Town, the Downtown BIA and the Chamber of Commerce might invest in programming events, festivals and celebrations (at a scale appropriate to the facilities available at the time) in the downtown to create recurring reasons for residents and visitors to make the core a destination.

#### Form

One of Milton's most distinctive characteristics is its proximity to the Niagara Escarpment, and that feature's prominence as an iconic backdrop when viewed looking westward along Main Street. One of the Town's current weaknesses is also the unattractive entry to the core area as accessed via Hwy 25 from the 401. Form related initiatives must address:

- Positioning the James Snow Parkway/Main Street connection to the downtown as the Town's primary gateway and access route to the core;
- Preserving the James Snow Parkway/Main Street intersection and the Main Street frontage into and through the downtown for higher order uses;
- Creating Design Guidelines for this axis;
- Taking best advantage of the presence of the GO station and its opportunity to act as a transit hub to create transit-oriented density in its vicinity.

#### Appearance

Appearance related initiatives should address:

- Maintaining the heritage character of existing downtown facades through a combination of downtown specific Design Guidelines and a funded Community Improvement Program (CIP) to cost share investment in façade and signage if not street furniture improvements;
- Encouraging the adoption of heritage design-themed approaches to new development in and near the downtown, addressing such variables a relationship to the street, façade/podium heights, facade character, etc.

#### *Strategy #4: Sustain the rural/agricultural and tourism sectors*

The Town of Milton supports vital rural, agriculture and tourism based economies. These are also subject of strategic development efforts recently concluded or ongoing at the GTA and Region levels through such initiatives as the Greater Toronto Area Agricultural Action Plan and the Premier-ranked Tourist Destinations Framework implementation project. Pending completion of local level implementation plans, the Town should:

- Continue to support the "Local Food" produce and related tourism initiatives with the Milton Farmer's Market, which should be recognized

and managed as a keystone event in tourism to the Town and in raising the profile of its downtown as a destination;

- Continue to promote the Town’s attractions to the GTA market.

*Strategy #5:  
Refresh marketing  
and  
communications  
materials and  
messages*

As the Town’s implementation of its economic development strategy progresses, it will of course be necessary to refresh messages and materials targeting “internal” (e.g., business in Milton as part of BRE programming, the larger Milton community) and “external” (e.g., prospective business locators, tourist visitors) audiences. It is recommended that:

- The Town develop a Marketing Strategy and timeline that anticipate and track with the roll-out of EDO and *DM2* initiatives. This should address internal and external audiences, and incorporate the Town’s *DM2* Vision (“Engaging, Balanced, Connected”) as a key part of its branding.

**5.0****TRANSLATING  
STRATEGIES  
INTO ACTIONS**

This section of the Service Area Plan expands upon the strategies from Section 4.0 with actions, and integrates those economic development policies and related actions still considered relevant in the Town's Official Plan (1997). This enables the Service Area Plan to stand as the one document defining strategy and action for the Economic Development function into the future. The themed economic development strategies are connected back to *DM2* by two means:

- Text references to the *DM2* Goal, Direction and Initiative to which the action is considered to be primarily responsive; and
- A summary matrix showing how and where the themed strategies and actions respond to the *DM2* elements considered to be addressed by the economic development function, as introduced in Section 2.0.

The translation of strategy into action begins with recommendations on the budget and staffing levels considered necessary to support the EDO's responsibilities in implementing *DM2*.

*Investing in the  
Economic  
Development  
Function*

A comparative assessment of EDO budgeting and staffing (see Appendix C) shows Milton's 2006 economic development budget (\$159,800) to be approximately \$150,000 less than what it "should" be relative to the average invested by peer municipalities in the GTA. The peer group's average economic development expenditures for 2006 were \$4.91 per capita, vs. Milton's \$2.96. The Town's recent hiring of a second Economic Development Officer brings its staff complement to 2.0 full time equivalent employees, still below the peer group's 2.4, a gap which could be filled with an assignment of administrative support to the function.

Milton's population is expected to grow to 82,700 by 2011. At an average expenditure of \$4.91 per capita (\$2006), the Town "should" be ramping up to be investing in the order of \$406,000 at 2011 to reflect a financial commitment towards economic development equivalent to those of its peers. By 2021, Milton's population is expected to grow further to 147,000, stressing the need for further resources between 2011 to 2021.

On this basis, and given the current EDO head's ongoing role in real estate, communications and economic development projects as well as the very high level of growth and employment land activity in the Town, it is recommended that Milton increase its investment in economic development in the coming years. This increase should eventually target the provision of a third economic development officer with responsibility for securing the role of the downtown, sustaining the rural/agricultural and tourism sectors (with the Chamber of Commerce) and refreshing marketing and communications messages and materials. Staffing levels and workload should then be monitored annually, with a readiness to increase staffing as necessary to match resources to needs.

Staffing up as recommended would add in the order of \$130,000 - \$150,000 to the EDO's annual salary and benefits budget. Additional investment will be required in new marketing materials, as well as in Planning Department staff time or consulting fees to generate the recommended Design Guidelines documents, and incentive programs as addressed further in Section 6.0.

*Strategy #1:*

*Manage the employment lands base for the long term*

The specific tasks/action steps recommended to manage employment lands for the long term are:

- Continue to offer comprehensive and timely information and assistance to firms seeking new locations in Milton (**Goal 2, Direction 1, Initiative 1**);
- Continue to ensure an appropriately high standard of design quality for new locations adjacent to and visible from Highway 401 and the Town's arterial and collector road networks (**Goal 2, Direction 2, Initiative 3**);
- Continue to set aside and hold prime locations (the 401, James Snow Parkway) for higher intensity business park uses (e.g. office, research and development, possibly manufacturing or distribution with a large office component) (**Goal 2, Direction 1, Initiative 1**);
- Follow through on current discussions with Halton Region regarding "squaring out" the 401 Industrial/ Business Park to the north (**Goal 2, Direction 1, Initiative 1**);
- Ensure that planning currently underway at the Regional and Provincial levels recognizes the need to set aside and service a substantial East Milton Business Park land area over the long term (**Goal 2, Direction 1, Initiative 9**);
- Ensure that land use and infrastructure planning recognize the long term benefits of creating the EMBP and start laying out the necessary foundation elements to realize it (**Goal 2, Direction 3, Initiative 3**); and
- Follow through on the implementing details of planning for and servicing employment uses of these lands in order to bring them to market as the current land base is being built out (**Goal 2, Direction 3, Initiative 3**).

*Strategy #2:*

*Focus on the future in business attraction, retention and expansion initiatives*

To build upon Milton's economic development successes, municipal staff and other stakeholders must focus on the future in business attraction, retention and expansion initiatives. The following action steps are recommended for implementation, in conjunction with the continued delivery of current BRE initiatives.

To attract growth in the "green" industries (**Goal 4, Direction 2, Initiative 4**),

- Target building products manufacturers, particularly those developing new materials, process and designs to achieve greater material, energy, greenhouse gas and other "ecological footprint" efficiencies;
- Target new home and commercial construction firms, promoting Milton as



- an ideal location for a west GTA office;
- Target college and university satellite location for programs related to building design and technologies;
- Develop planning policies that define expectations for "green" community plans and building technologies;
- Promote Milton as a location for planning and design studies at colleges and universities with a focus on new approaches to sustainable community design; and,
- Explore opportunities to utilize waste heat from new power generation plants in or adjacent to the Town.

To attract growth in communications and “Smart” technology industries (**Goal 4, Direction 2, Initiative 6**):

- Compile a specific marketing package profiling Milton's growth, demographics and employment structure;
- Contact service providers, promoting the Town as a site for piloting new technologies and exploring what Milton can do to facilitate or add value to the piloting effort;
- Leverage a pilot presence into a branch or head office presence for the service providers; and
- Incorporate Milton's role as a test site into its marketing message and materials.

To increase the manufacturing presence in Milton (**Goal 4, Direction 2, Initiative 6**):

- Compile marketing materials profiling Milton's labour force and its commuting patterns, the current manufacturing presence, and testimonials describing the benefits of a Milton location; and
- Identify effective communication channels to reach specific sectors (i.e. computer & electronic, electrical equipment, appliance & component, transportation equipment, primary metal, fabricated metal manufacturers).

To expand the Town's ongoing business retention and expansion programming:

- Define a consultation program with manufacturers and other partners to elicit guidance on what business support, transportation, training issues are common to industry and which the sector as a whole and the Town could assist in resolving (**Goal 1, Direction 4, Initiative 4**);
- Contact leading employers, innovators and potential other partners to confirm interest in participating in an ongoing "Manufacturers Round Table" (**Goal 4, Direction 2, Initiative 3**); confirm interest in participating in the “Excellence in Manufacturing Consortium” (non-profit) forum, as recently adopted in Brampton and Caledon;

- Host scheduled meetings, with participation by the Mayor and rotating senior staff members (**Goal 4, Direction 2, Initiative 3**);
- Act on/ facilitate implementation of recommendations arising from the Round Table sessions (**Goal 4, Direction 2, Initiative 3**);

To attract a Small Business Enterprise and Innovation Centre to Milton:

- Promote Milton as a Regional location for a new satellite Small Business Enterprise and Innovation Centre (**Goal 4, Direction 2, Initiative 7**);
- Set aside office space for the Centre (**Goal 4, Direction 2, Initiative 3**);
- Assist Regional EDO promotion of the Centre as a locus for programming in innovation development (**Goal 4, Direction 2, Initiative 3**); and
- Assist in the Regional EDO's creation of the sponsor, education, and mentor partnerships necessary to enhance the Centre's capacity to foster innovation in Milton, including positioning it as a portal for ideas to access venture capital and vice versa (**Goal 4, Direction 2, Initiative 7**).

To attract a Post Secondary Education facility to Milton:

- Continue to promote Milton as a location for a Post Secondary Education facility (**Goal 4, Direction 2, Initiative 7**);
- Promote Milton as a location for a new Skills Training Centre (**Goal 4, Direction 2, Initiative 7**);
- Canvass the Town's and the Region's manufacturing and distribution businesses and the Peel Halton Dufferin Training Board on their training needs (**Goal 4, Direction 2, Initiative 7**);
- Consult with central-west GTA colleges to determine the fit of their current and desired future programming with the identified needs (**Goal 4, Direction 2, Initiative 7**);
- Assist the Regional EDO in creating the government and sponsor partnerships necessary to fund the construction of the training centre (**Goal 4, Direction 2, Initiative 7**); and
- Champion Centre construction and start-up programming (**Goal 4, Direction 2, Initiative 7**).

Otherwise with regard to maintaining an "Open for Business" stance, the Town should:

- Continue to deliver its business/community communications and business retention programming to identify and deal with local business matters at an early stage (**Goal 1, Direction 2, Initiative 4**);
- Continue to facilitate the continuing improvement of water, sewer, hydro, natural gas and telecommunications infrastructure, as well as the ground, rail, harbour and air transportation infrastructure that services Milton (**Goal 2, Direction 3, Initiative 3**);
- Pending a new Skills Training Centre, continue to facilitate the upgrading

of local labour force skills by working with local and area Boards of Education, Community Colleges and Universities (**Goal 4, Direction 2, Initiative 3**); and,

- Continue to promote and support the Milton Business Improvement Area, the Milton Chamber of Commerce and the Campbellville and Area Business Association (**Goal 4, Direction 2, Initiative 8**).

*Strategy #3:*

*Secure the role of the downtown as Milton's distinctive centre*

The specific tasks/action steps that are necessary to secure the role of the downtown as Milton's distinctive centre are as follows:

- Add policies to the updated Official Plan (OP) identifying the downtown as the only location to which certain facilities will be directed, particularly civic administrative, cultural, and post secondary educational (**Goal 4, Direction 1, Initiative 1**);
- Continue efforts to attract a post secondary educational use to the downtown site now dedicated to that initiative, with a focus on programs aligned with the recommended "Green" initiative (**Goal 4, Direction 2, Initiative 5**);
- Define and implement incentives to aid in attracting preferred uses to the downtown, e.g., specialty retail, restaurant, professional services, mixed use development (**Goal 4, Direction 1, Initiative 1**);
- Continue to invest in uses or facilities that serve to make the downtown a more attractive destination, including such facilities as parking improvements, public squares, a community centre, etc. (**Goal 4, Direction 1, Initiative 1**);
- Determine whether and how the programming of events, festivals and celebrations on a frequent basis in the downtown should be managed and funded to create recurring reasons for residents and visitors to make the core a destination (**Goal 4, Direction 1, Initiative 1**);
- Add policies to the updated OP which position the James Snow Parkway/Main Street connection to the downtown as the Town's primary gateway and access route to the core (**Goal 4, Direction 1, Initiative 1**);
- Create Design Guidelines for the James Snow Parkway/Main Street intersection and the Main Street axis (**Goal 2, Direction 1, Initiative 2**);
- Add policies to the updated OP which enable transit-oriented density in the vicinity of the GO station (**Goal 2, Direction 2, Initiative 4**);
- Prepare downtown-specific Design Guidelines and a funded Community Improvement Program (CIP) to guide and cost share investment in façade and signage improvements (**Goal 4, Direction 1, Initiative 1**);
- Maintain the heritage character of existing downtown facades through a combination of downtown-specific Design Guidelines and a funded Community Improvement Program (CIP) to cost share investment in façade and signage improvements (**Goal 4, Direction 1, Initiative 1**);

- Encourage the adoption of heritage design-themed approaches to new development in and near the downtown (**Goal 4, Direction 1, Initiative 1**).

**Strategy #4:**

*Sustain the rural/  
agricultural and  
tourism sectors*

To sustain and grow the rural/agriculture base in Milton, the following action is recommended:

- Continue to support the local food produce and related tourism initiatives with the Milton Farmer's Market (**Goal 3, Direction 3, Initiative 3**);
- Provide the agricultural community with assistance in dealing with other levels of government, as needs are identified through engagement with the Halton Agriculture Advisory Committee (**Goal 3, Direction 3, Initiative 12**);
- Facilitate the development and marketing of local agri-tourism and niche farming businesses such as pick-your-own-farms, market gardens, nurseries, Christmas tree farms (**Goal 3, Direction 3, Initiative 12**).

To sustain and grow the tourism sector in Milton, pending the identification of new strategies and needs through completion of the Premier-ranked Tourist Destinations Framework process, the following actions are recommended:

- Continue to promote the Town's attractions to the GTA market (**Goal 3, Direction 1, Initiative 6**).

**Strategy #5:**

*Refresh Marketing  
and  
communications  
materials and  
messages*

To refresh the marketing and communications materials and messages, the following action is recommended:

- Develop a Marketing Strategy and timeline that anticipates and tracks the roll-out of EDO and DM2 initiatives. Prepare supporting marketing materials which incorporate the DM2 Vision as part of its branding (**Goal 1, Direction 2, Initiative 4**);
- Continue to create and distribute economic development and tourism-oriented marketing materials and other promotional and advertising items, focusing on Milton's strengths of location, natural features and quality of life as well as its newly defined Vision for the community (**Goal 1, Direction 2, Initiative 4**);
- Continue to encourage participation by the business community in financing development, distribution and use of economic development and marketing materials and other economic development and promotional items, initiatives and opportunities (**Goal 1, Direction 2, Initiative 4**);
- Develop unique gateway signage by encouraging distinctive architectural or other unique community-identifying signatures at the James Snow Parkway, Highway 25 and Guelph Line entrances to Milton and Campbellville from Highway 401 and at Highway 25 from the south (**Goal 3, Direction 3, Initiative 4**);

- Continue to improve locational and directional signage on Provincial, Regional and local thoroughfares throughout the Town of Milton (**Goal 3, Direction 3, Initiative 4**); and,
- Continue to participate, where economically feasible, in Regional, Greater Toronto Area, Provincial and Federal economic development and tourism initiatives (**Goal 4, Direction 2, Initiative 7**).

Table 5.1 – DM2 Initiatives and EDO Strategies Relationship

DM2			EDO Strategy				
Goals	Directions	Initiatives	1. Manage the employment lands base for the long term	2. Focus on the future in business retention and attraction initiatives	3. Secure the role of the downtown as Milton's distinctive centre	4. Sustain the rural/agricultural and tourism sectors	5. Refresh marketing and communications materials and messages
1. A responsible, cost effective and accountable local government	2. Engage in transparent and accountable decision-making processes and actions.	4. Increase the use of electronic communication to ensure that residents and business owners are aware of municipal opportunities and initiatives.		*			*
		9. Encourage communication service providers to make Milton a more connected community to facilitate commerce and involvement in civic affairs and community activities.		*			
	4. Demonstrate leadership on matters that affect Milton.	4. Ensure that Milton's interests and needs are known at the Regional level.		*			
		5. Continue local political and staff participation on Boards and Committees both within and outside the Milton community.		*			
2. Well managed growth, well planned spaces	1. Encourage the provision and maintenance of an appropriate mix of residential, commercial, industrial and institutional uses.	1. Encourage the development of a range of uses that will support Milton as a place to live, work and play.	*		*	*	
		2. Create a sense of civic identity and pride through a high standard of urban design for all new development.	*		*		
		7. Encourage the location of high density development on major arterial roads, transit corridors and employment areas.	*				
		9. Encourage the provision of a healthy supply of employment and commercial lands to serve local needs at all times.	*		*		
		10. Needs at all times encourage the siting of employment areas in locations that are easily accessed by 400 series highways.	*				
		11. Encourage the development of home based businesses in the rural area.		*		*	
	2. Facilitate the safe movement of people and goods, and enhanced travel to, from and within the community.	3. Encourage the use of and access to public transit throughout the urban area and in a manner that provides access to rural residents.	*				
		4. Encourage the enhancement of GO service in Milton.			*		
		5. Encourage the development of higher density uses on transit corridors to facilitate the use of transit.	*	*	*		
		7. Encourage the establishment of an integrated transportation system that safely and efficiently accommodates all modes of transportation.	*	*			
	3. Encourage cost effective and timely municipal/community infrastructure development.	1. Encourage the efficient use of land to make the best use of infrastructure and services.	*		*		
		2. Ensure that the Town demonstrates leadership in any future urban expansion to ensure that new development is as cost effective as possible.	*				
		3. Ensure that appropriate financial plans and infrastructure strategies are in place before development occurs.	*	*	*		

Table 5.2 – DM2 Initiatives and EDO Strategies Relationship (Continued)

DM2			EDO Strategy				
Goals	Directions	Initiatives	1. Manage the employment lands base for the long term	2. Focus on the future in business retention and attraction initiatives	3. Secure the role of the downtown as Milton's distinctive centre	4. Sustain the rural/agricultural and tourism sectors	5. Refresh marketing and communications materials and messages
3. A safe livable and healthy community	1. Promote and facilitate active and healthy lifestyles and life long learning.	6. Promote a development of a strong arts and cultural community that builds upon knowledge, history and experience.			*	*	
	3. Protect and enhance our heritage, identity and character.	3. Encourage key community events (e.g., farmer's market, Country Heritage Park, Pick-Your-Own farms, steam era, fall fair and Canada Day) that help shape identity and contribute to community spirit.			*	*	
		4. Establish and maintain a community identity that sets Milton apart from others through the holding of community events, promotion and branding.			*	*	*
		9. Encourage economic activities in the rural area that support the values and character of the rural system.				*	
		10. Encourage the preservation and enhancement of the heritage, vitality and character of hamlets.				*	
		12. Encourage the maintenance of agriculture as a part of the Town's economy.				*	
4. A diverse and sustainable economy	1. Make the Central Business District the main focal point of the community.	1. Reinforce and encourage the function of the Central Business District as the administrative, cultural, entertainment, commercial, social and historic focal point of the community.			*		
		3. Encourage the development of residential uses in the Central Business District to support local businesses.			*		
	2. Attract and retain employers that provide a range of employment opportunities and assessment growth.	1. Leverage Milton's high quality of life and community identity to attract investment.			*		
		2. Encourage the development of the business infrastructure required to attract uses that will contribute to the quality of life in the Town.	*	*			
		3. Facilitate the establishment of a competitive business environment that is able to easily adapt to changing circumstances and priorities.		*			
		4. Encourage the establishment of 'green/sustainable' industry.		*			
		5. Support a post-secondary educational presence in the Town.		*	*		
		6. Enhance the Town's economic development role.		*			
		7. Work with other levels of government, encourage additional investment in Milton.		*			*
		8. Work with existing businesses to establish initiatives to attract additional investment.		*			
		9. Continue to encourage the availability of an appropriate supply of land for future employment uses.	*				
	3. Encourage the private sector to meet the retail needs of a growing population in a reasonably timely manner.	1. Encourage the further development of retail and service uses in the CBD.			*		
		2. Encourage the development of regional-scale retail uses in appropriate locations to ensure that all consumer needs can be met in the Town.		*			
		3. Provide opportunities for a wide range of retail uses in the Town.		*	*		
		4. Provide opportunities to integrate retail uses with residential uses on major roads.		*	*		
		5. Encourage the development of appropriate commercial and tourist commercial uses in the rural area and hamlets.				*	

**6.0  
IMPLEMENTATION  
AND PHASING**

This section of the Service Area Plan provides an implementation and phasing plan for the EDO to realize its goals and objectives. Further, it describes the recommended timing over the next ten years for each of the five strategies' action tasks. Tasks are identified for completion in the short (one to three years), medium (three to five years) or long-term (five to ten years). Task responsibilities are specified to ensure accountability among Town department and local business groups (i.e. Downtown Business Improvement Association (DBIA) and Milton Chamber of Commerce). Stakeholders are identified to initiate each action task and ensure results are achieved. Some tasks have joint responsibility; others require effort from supporting stakeholders providing input, content and/or direction.

Each task will require resources to achieve results. These resources can be staff time and commitment and/or costs such as producing publication materials or improving municipal infrastructure. Each task is also assigned a priority rating of higher, medium or lower. None of the recommended tasks has a truly "low" priority. These ratings are relative and are intended to describe level of importance to successful execution of the five strategies.

The implementation and phasing plan for the strategies is outlined in a series of charts, each prefaced by a recap of its major elements.



**Table 6.1 – Manage the Employment Lands Base for the Long Term Action Tasks**

Action Tasks	Year										Responsibility						Resources	Priority	
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	EDO	DBIA	CofC	Planning	Public Works	Halton Region BDO	Training Board	Staff time and/or Cost	Higher, Medium or Lower Level of Importance
- Continue to offer comprehensive and timely information and assistance to firms seeking new locations in Milton.	<div></div>	<div></div>	<div></div>	<div></div>	<div></div> Ongoing	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	I							Staff time	Higher
- Continue to ensure a high standard of design quality for new locations adjacent to and visible from Highway 401 and the Towns' road network.	<div></div>	<div></div>	<div></div>	<div></div>	<div></div> Ongoing	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	S			I				Staff time	Medium
- Continue to set aside and hold prime locations for higher intensity business park uses (e.g. office, research and development).	<div></div>	<div></div>	<div></div>	<div></div>	<div></div> Ongoing	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	S			I				Staff time	Medium
- Follow through on current discussions with Halton Region regarding "squaring out" the 401 Industrial/Business Park to the north.	<div></div>	<div></div>	<div></div>	<div></div>	<div></div> Ongoing	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	S			I				Staff time	Medium
- Ensure that planning currently underway recognizes the need to set aside and service a substantial EMBP land area over the long term.	<div></div>										S			I				Staff time	Higher
- Ensure that land use and infrastructure planning recognize the long term benefits of creating the EMBP and start laying out the necessary foundation.		<div></div>	<div></div>	<div></div>	<div></div>						S			I				Staff time	Higher
- Follow through on the implementing details of planning for and servicing employment uses of these lands in order to bring them to market.					<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	S			I	I			Staff time	Higher

**I - Initiate** - Take responsibility for achieving results

**S - Support** - Assist by providing input, content and/or direction to the initiative

**Table 6.2 – Focus on the Future in Business Attraction, Retention, and Expansion Initiatives Action Tasks**

Action Tasks	Year										Responsibility							Resources	Priority
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	EDO	DBIA	CofC	Planning	Public Works	Halton Region BDO	Training Board	Staff time and/or Cost	Higher, Medium or Lower Level of Importance
<b><u>Green Growth</u></b>																			
- Target building products manufacturers, particularly those developing lower "ecological footprint" efficiencies.											I							Staff time	Higher
- Target new home and commercial construction firms, promoting Milton as an ideal location for a west GTA office.											I							Staff time	Higher
- Target college and university satellite location for programs related to building design and technologies.											I							Staff time	Higher
- Develop planning policies that define expectations for "green" community plans and building technologies.											I							Staff time	Higher
- Promote Milton as a location for planning and design studies at colleges & universities with a focus on sustainable community design.											I			S				Staff time	Lower
- Explore opportunities to utilize waste heat from new power generation plants in or adjacent to the Town.											I			S				Staff time	Lower
<b><u>Communications and 'Smart' Technology Growth</u></b>																			
- Compile a specific marketing package profiling Milton's growth, demographics and employment structure.											I							Cost (\$10,000)	Medium
- Contact service providers, promoting the Town as a site for piloting new technologies.											I							Staff time	Medium
- Leverage a pilot presence into a branch or head office presence for the service providers.											I							Staff time	Medium
- Incorporate Milton's role as a test site into its marketing message and materials.											I							Staff time	Lower
<b><u>Increase the Manufacturing Presence</u></b>																			
- Compile marketing materials profiling Milton's labour force, the manufacturing presence, and testimonials.											I							Cost (\$20,000)	Higher
- Identify effective communication channels to reach specific sectors (i.e. transportation equipment, computer & electronic, electrical equipment, etc.).											I							Staff time and Cost (\$20,000)	Higher

**Table 6.2 – Focus on the Future in Business Retention, Expansion and Attraction Initiatives Action Tasks (continued)**

Action Tasks	Year										Responsibility						Resources	Priority	
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	EDO	DBIA	CofC	Planning	Public Works	Halton Region BDO	Training Board	Staff time and/or Cost	Higher, Medium or Lower Level of Importance
<b><u>Consult with Manufacturers through Round Table Discussions</u></b>																			
- Define a consultation program with manufacturers & other partners to elicit guidance on resolving business support, transportation & training issues.											I					S		Staff time	Higher
- Contact leading employers, innovators & other partners to confirm interest in participating in an ongoing "Manufacturers Round Table".											I					S	S	Staff time	Higher
- Define expectations, ground rules and a meetings schedule.											I					S	S	Staff time	Higher
- Host scheduled meetings, with participation by the Mayor and rotating senior staff members.											I					S	S	Staff time	Higher
- Act on/ facilitate implementation of recommendations arising from the Round Table sessions.											I					S	S	Staff time	Higher
<b><u>Attract a Small Business Enterprise and Innovation</u></b>																			
- Promote Milton as a Regional location for a new satellite Small Business Enterprise and Innovation Centre.											S					I		Staff time	Medium
- Set aside office space for the Centre.											I					S		Staff time	Lower
- Promote the Centre as a locus for programming in innovation development.											S					I		Staff time	Medium
- Create the sponsor, education, and mentor partnerships necessary to enhance the Centre's capacity to foster innovation in Milton.											S					I		Staff time	Medium

**Table 6.2 – Focus on the Future in Business Retention, Expansion and Attraction Initiatives Action Tasks (continued)**

Action Tasks	Year										Responsibility						Resources	Priority			
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	EDO	DBIA	CofC	Planning	Public Works	Halton Region BDO	Training Board	Staff time and/or Cost	Higher, Medium or Lower Level of Importance		
<b>Attract a Post Secondary Education Facility to Milton</b>																					
- Continue to promote Milton as a location for a Post Secondary Education facility.	■	■	■	■	■	■	■	■	■	■	■	I					S	S	Staff time	Medium	
- Promote Milton as a location for a new training centre in Milton.			■	■	■	■						I					S	S	Staff time	Medium	
- Canvass the Town's and the Region's manufacturing and distribution businesses on their training needs.			■	■	■	■						I					S	S	Staff time	Higher	
- Consult with central-west GTA colleges to determine the fit of their current and desired future programming with the identified needs.			■	■	■	■						S					I	S	Staff time	Medium	
- Create the government and sponsor partnerships necessary to fund the construction of the training centre.			■	■	■	■						S					I	S	Staff time	Medium	
- Champion centre construction and start-up programming.								■	■	■	■	I					S	S	Staff time	Lower	
<b>Maintain an "Open for Business" Stance for the Town</b>																					
- Continue to deliver business/community communications and business retention programming to identify and deal with local business matters.	■	■	■	■	■	■	■	■	■	■	■	■	I	I	I			I		Staff time	Higher
- Continue to facilitate the improvement of water, sewer, hydro, natural gas & telecommunications infrastructure and ground, rail & air transportation.	■	■	■	■	■	■	■	■	■	■	■	■	S			S	I			Staff time	Medium
- Facilitate the upgrading of local labour force skills by working with area Boards of Education, Colleges and Universities.	■	■	■	■	■	■	■	■	■	■	■	■	I					I	I	Staff time	Medium
- Continue to promote the DBIA, Milton Chamber of Commerce and Campbellville and Area Business Association.	■	■	■	■	■	■	■	■	■	■	■	■	S	I	I					Staff time	Medium

I - Initiate - Take responsibility for achieving results

S - Support - Assist by providing input, content and/or direction to the initiative

**Table 6.3 – Secure the Role of the Downtown as Milton’s Distinctive Centre Action Tasks**

Action Tasks	Year										Responsibility						Resources	Priority	
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	EDO	DBIA	CofC	Planning	Public Works	Halton Region BDO	Training Board	Staff time and/or Cost	Higher, Medium or Lower Level of Importance
- Add policies to the updated Official Plan (OP) identifying the downtown as the only location for civic administrative, cultural, and post secondary.	■										I	S		I				Staff time	Higher
- Continue efforts to attract a post secondary educational use.	■ ■	■ ■	■ ■	■ ■	■ ■	■ ■	■ ■	■ ■	■ ■	■ ■	I							Staff time	Higher
- Define and implement incentives to aid in attracting preferred uses to the downtown (i.e. specialty retail, restaurant, professional services, mixed use).	■ ■ ■ ■										I	S		I				Staff time	Higher
- Invest in uses or facilities that serve to make the downtown a more attractive destination (i.e. parking, public squares, community centre).	■ ■	■ ■	■ ■	■ ■	■ ■	■ ■	■ ■	■ ■	■ ■	■ ■	I	S	S	I				Staff time and Cost (\$250,000-\$5,000,000)	Higher
- Determine whether and how the programming events, festivals and celebrations should be managed.	■ ■	■ ■	■ ■	■ ■	■ ■	■ ■	■ ■	■ ■	■ ■	■ ■	I	I	I					Staff time	Higher
- Add policies to the updated OP which position the James Snow Pkwy/ Main St. connection to the downtown as the primary gateway.	■													I				Staff time and Cost (Signage & Landscaping)	Medium
- Create Design Guidelines for this axis.	■ ■ ■ ■													I				Staff time	Lower
- Add policies to the opdated OP which enable transit-oriented density in the vicinity of the GO station.	■ ■													I				Staff time	Higher
- Prepare downtown-specific Design Guidelines and a funded CIP to guide and cost share investment.	■ ■ ■ ■ ■ ■										S	S	S	I				Staff time	Medium
- Maintain the heritage character of existing downtown facades through a combination of downtown-specific Design Guidelies and a funded CIP.	■ ■ ■ ■ ■ ■										S	S	S	I				Staff time	Medium
- Encourage the adoption of heritage design-themed approaches to new development in and near the downtown.	■ ■ ■ ■ ■ ■										S	S	S	I				Staff time	Medium

**I - Initiate** - Take responsibility for achieving results

**S - Support** - Assist by providing input, content and/or direction to the initiative

**Table 6.4 – Sustain the Rural/Agricultural and Tourism Sectors Action Tasks**

Action Tasks	Year										Responsibility							Resources	Priority
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	EDO	DBIA	CofC	Planning	Public Works	Halton Region BDO	Training Board	Staff time and/or Cost	Higher, Medium or Lower Level of Importance
- Continue to support the local food produce and related tourism initiatives with the Milton Farmer's Market.	■ ■	■ ■	■ ■	■ ■	■ ■ Ongoing	■ ■	■ ■	■ ■	■ ■	■ ■	S	I						Staff time	Medium
- Provide the agricultural community with assistance in dealing with other levels of government	■ ■	■ ■	■ ■	■ ■	■ ■ Ongoing	■ ■	■ ■	■ ■	■ ■	■ ■	S		I			S		Staff time	Higher
- Facilitate the development and marketing of local agri-tourism and niche farming businesses such as pick-your-own farms, market gardens, nurseries, Christmas tree farms.	■ ■	■ ■	■ ■	■ ■	■ ■ Ongoing	■ ■	■ ■	■ ■	■ ■	■ ■	S	I	I					Staff time	Medium
- Continue to promote the Town's attractions to the GTA market.	■ ■	■ ■	■ ■	■ ■	■ ■ Ongoing	■ ■	■ ■	■ ■	■ ■	■ ■	S	I	I					Staff time	Medium

**I - Initiate** - Take responsibility for achieving results

**S - Support** - Assist by providing input, content and/or direction to the initiative

**Table 6.5 – Refresh Marketing and Communications Materials and Messages Action Tasks**

Action Tasks	Year										Responsibility							Resources	Priority
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	EDO	DBIA	CofC	Planning	Public Works	Halton Region BDO	Training Board	Staff time and/or Cost	Higher, Medium or Lower Level of Importance
- Develop a Marketing Strategy and timeline that anticipates and tracks the roll-out of EDO and DM2 initiatives.	■	■	■	■	■	■	■	■	■	■	I							Staff time	Higher
					Ongoing														
- Continue to create and distribute economic development and tourism-oriented marketing materials and other advertising.	■	■	■	■	■	■	■	■	■	■	I	S	S			S		Production Cost (\$5,000)	Higher
					Ongoing														
- Continue to encourage participation by the business community in financing development, distribution and use of marketing materials.	■	■	■	■	■	■	■	■	■	■	I	S	S					Staff time	Medium
					Ongoing														
- Develop unique gateway signage by encouraging distinctive architectural signatures at entrances to Milton.	■	■	■	■							I	S	I	S				Signage Cost (\$200,000)	Medium
	■	■	■	■															
- Continue to improve locational and directional signage on thoroughfares throughout Milton.	■	■	■	■							S	S	I	S	I			Signage Cost (\$100,000)	Medium
	■	■	■	■															
- Continue to participate in regional economic development and tourism initiatives.	■	■	■	■	■	■	■	■	■	■	I	S	S			S		Staff time	Higher
					Ongoing														

**I - Initiate** - Take responsibility for achieving results

**S - Support** - Assist by providing input, content and/or direction to the initiative

**7.0**  
**SUMMARY**

The following provides a summary of the process completed to translate *DM2*'s five goals to the EDO's five strategies. *DM2*'s five goals are:

- A responsible, cost effective and accountable local government;
- Well managed growth, well planned spaces;
- A safe liveable and healthy community;
- A diverse and sustainable economy; and
- A thriving natural environment that is a valued community asset to be protected, maintained and enjoyed.

The five EDO strategies will guide Milton in achieving the five goals stated in *DM2*. These strategies are to;

1. Manage the employment land base for the long term;
2. Focus on the future in business attraction, retention and expansion initiatives;
3. Secure the role of the downtown as Milton's distinctive centre;
4. Sustain the rural/agricultural and tourism sectors; and,
5. Refresh the Town's marketing and communications materials and messages.

This Service Area Plan expanded upon the strategies and integrated the economic development policies and related actions defined in the Town's Official Plan (1997).

For the EDO to realize its goals and objectives an implementation and phasing plan was provided that described the recommended timing over the next ten years for each of the five strategies' action tasks. Tasks responsibilities were specified to ensure accountability among Town staff and local business groups. In addition, resource allocation (i.e. staff time, municipal infrastructure improvements) and a priority rating are assigned to each action task to help direct the implementation of the strategies.

The Economic Development Service Area Plan responds to the tremendous population growth occurring in Milton, which has become the fastest growing community in Canada, and helps achieve the EDO's mandate to facilitate the economic growth of existing businesses as well as provide resources to organizations wishing to locate in Milton.



**Appendix A – Destiny Milton**

**DESTINY MILTON**

*Destiny Milton* was completed in 1995 and laid out the strategic plan for the Town of Milton for the short, medium and long term. More specifically, it provided the foundational economic development and tourism strategies for Milton. Nine initiatives would help direct Milton from a small town to a progressive, prosperous and competitive town in the Greater Toronto Area. These initiatives included;

- To foster existing business growth
- To raise Milton’s profile
- To encourage the implementation of new infrastructure
- To support further development of tourism
- To foster the health of agriculture
- To support retail and its role in downtowns, and
- To support small business/entrepreneurs in high technology, knowledge-based industries and business services.
- To attract resource efficient industries, and
- To diversify the industrial base.

*Initiative #1: To Foster Existing Business Growth*

This initiative’s intent was to establish an economic development advisory committee that would provide advice to Council on the Town’s economic development opportunities and relevant programs. It would also develop a communication channel between the Town and the business community. The Town would become more responsive to business requests, business needs and public infrastructure improvements. Lastly, it would encourage businesses located in residential areas to relocate to business parks or more appropriate employment lands.

*Initiative #2: To Raise Milton’s Profile*

This initiative’s intent is to develop and promote the Town’s strengths and opportunities for business expansion. Signage is to be improved upon on main transportation routes. Milton is to participate in regional economic development initiatives where financial and human resources can be leveraged.

*Initiative #3: To Encourage the Implementation of New Infrastructure*

The Halton Region Structure Plan promotes and supports the expansion of sewer and water capacity. New infrastructure technologies would be also be promoted and supported by the Town of Milton.

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<i>Initiative #4: To Support Further Development of Tourism</i>	This initiative is intended to expand the Town's events (i.e. horse-theme or other agricultural themes), pursue the development of a hotel/ conference centre and develop arts, crafts and heritage activities and attractions in Campbellville.
<i>Initiative #5: To Foster the Health of Agriculture</i>	This initiative's intention is to implement land use policies that keep the most productive agricultural land used for agricultural purposes. In addition, it facilitates the development of agri-tourism in the Town.
<i>Initiative #6: To Support Retail and Its Role in Downtowns</i>	The Town would cross market downtown attractions with retailers and restaurants and support organizations that promote these attractions. The aesthetics of the downtown streetscape and parking areas along with the rear entrances to stores backing on to parking areas would be improved upon. Finally, higher residential density would be encouraged in the downtown.
<i>Initiative #7: To Support Small Business/ Entrepreneurs in High Technology, Knowledge-Based and Business Services</i>	The initiative's intention is to pursue knowledge-based and high technology-oriented business/ entrepreneurs and identify venture capitalists who may be interested in investing in local small business.
<i>Initiative #8: To Attract Resource Efficient Industries</i>	The intention is to target market warehousing and distribution centres, transportation firms, knowledge-based companies and other industries that are efficient users of water, sewer, and solid waste infrastructure.
<i>Initiative #9: To Diversify the Industrial Base</i>	The intention is to focus on balanced residential/industrial/ commercial growth.

**Appendix B – Milton's Local Economy**

**MILTON'S LOCAL ECONOMY**

This Appendix provides an overview of the economy of Milton and describes the conditions shaping its economy. The overview uses Statistics Canada's 2001 Census data on employment to describe employment shaping Milton, D&B business survey data to provide a more recent (2006) assessment of employment shaping Milton and Ministry of Tourism's Regional Tourism Profile for Halton Region to describe tourism spending in the Region.<sup>1</sup> In addition, the overview describes Milton's business expansions over the previous two years and its implications.

The section concludes with economic sectors to consider developing when fulfilling the EDO mandate:

**“to facilitate the economic growth of existing businesses as well as provide resources to organizations wishing to locate in Milton.”**

*Employment in Milton*

Manufacturing is the largest employment sector in Milton, based on Statistics Canada's 2001 census. Milton's employment profile in this sector totals 3,190 employees, as outlined in Figure A. The next three largest employment sectors are retail trade (1,675 employees), wholesale trade (1,650 employees), and health care and social assistance (1,565 employees).

A comparison of the distribution of employment in Milton and Ontario in 2001 shows that Milton's economic base is greater in the wholesale trade, arts, entertainment & recreation, and transportation & warehousing sectors. Table A highlights all sectors for Milton with a higher or lower proportion of sector employment relative to Ontario's average. Sectors with an index greater than 1.0 indicate a greater local importance. The relative employment in Milton's wholesale trade sector is nearly two times (1.87) the Ontario average. Relative employment was also high in the arts, entertainment and recreation sector (1.71) and transportation and warehousing (1.34).

The following table (Table B) provides place of work information for Milton residents. Less than half (46.3%) of Milton residents work in the Town. Fifteen percent (15%) of the Milton labour force is employed in Mississauga. An additional 10% is employed in Toronto, with the remainder (25%) employed in various locations throughout Ontario. Among Milton residents employed in Mississauga, many are employed in the Manufacturing (540), Wholesale Trade (535), and Transportation & Warehousing sectors (425). This is an important finding since many residents commute to Mississauga for employment in these three sectors when Milton has a greater economic base in the wholesale trade and transportation & warehousing sectors. The employment profile is different

<sup>1</sup> The Ministry of Tourism's Regional Profile for Halton Region (2006) last reports tourism spending for 2004.

for Milton residents employed in Toronto, where the top three employment sectors are Manufacturing (265), Finance & Insurance (215), and Professional, Scientific, and Technical Services (210).

A further examination of Milton's largest private sector firms is consistent with the Statistics Canada 2001 Census data. Milton's largest firms are in the manufacturing, wholesale trade, and transportation & warehousing sectors. Karmax Heavy Stamping, producers of exterior panels and underbody stampings for the automotive market, is the largest manufacturing firm with 885 employees (see Table C: Top 10 Private Sector Firms in Milton). The next largest employers are Sobey's Retail Support Centre (650 employees), Toronto Auto Auctions (600 employees), Gordon Food Service (480 employees) and Rol-land Farms Ltd. (450 employees). The five largest manufacturers in Milton alone employ 2,218 people. In comparison, Milton's manufacturing employment profile (Statistics Canada, 2001) had 3,190 people.

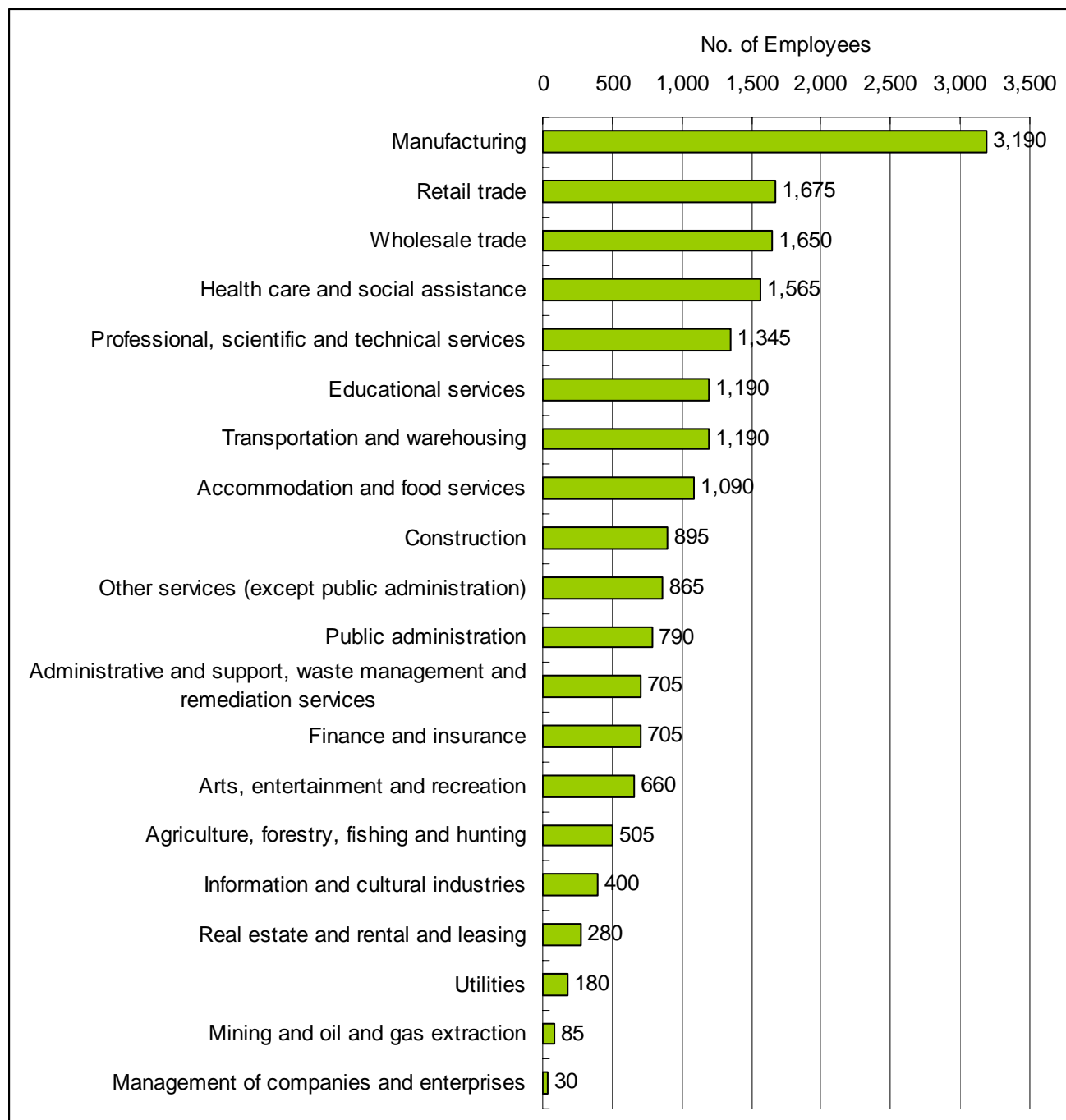
**Table A- Employment by Sector in Milton & Ontario, 2001**

	<b>Milton</b>		<b>Ontario</b>		<b>Index Milton to Ontario</b>
	<b>Total</b>	<b>% of Employment</b>	<b>Total</b>	<b>% of Employment</b>	
<b>Goods Producing Industries</b>					
Agriculture, forestry, fishing and hunting	505	2.7%	123,675	2.1%	1.29
Mining and oil and gas extraction	85	0.4%	21,110	0.4%	1.27
Utilities	180	0.9%	46,230	0.8%	1.23
Construction	895	4.7%	332,250	5.5%	0.85
Manufacturing	3,190	16.8%	984,325	16.4%	1.02
<b>Services Producing Industries</b>					
<b>Wholesale trade</b>	<b>1,650</b>	<b>8.7%</b>	<b>278,865</b>	<b>4.7%</b>	<b>1.87</b>
Retail trade	1,675	8.8%	671,870	11.2%	0.79
<b>Transportation and warehousing</b>	<b>1,190</b>	<b>6.3%</b>	<b>280,150</b>	<b>4.7%</b>	<b>1.34</b>
Information and cultural industries	400	2.1%	171,750	2.9%	0.73
Finance and insurance	705	3.7%	292,550	4.9%	0.76
Real estate and rental and leasing	280	1.5%	108,890	1.8%	0.81
Professional, scientific and technical services	1,345	7.1%	429,100	7.2%	0.99
Management of companies and enterprises	30	0.2%	7,895	0.1%	1.20
Administrative and support, waste management and remediation services	705	3.7%	257,025	4.3%	0.87
Educational services	1,190	6.3%	371,195	6.2%	1.01
Health care and social assistance	1,565	8.2%	531,795	8.9%	0.93
<b>Arts, entertainment and recreation</b>	<b>660</b>	<b>3.5%</b>	<b>121,950</b>	<b>2.0%</b>	<b>1.71</b>
Accommodation and food services	1,090	5.7%	380,055	6.3%	0.90
Other services (except public admin.)	865	4.6%	273,120	4.6%	1.00
Public administration	790	4.2%	308,960	5.2%	0.81
<b>All Industries</b>	<b>18,995</b>	<b>100.0%</b>	<b>5,992,760</b>	<b>100.0%</b>	<b>1.00</b>

Source: Statistics Canada, 2001.

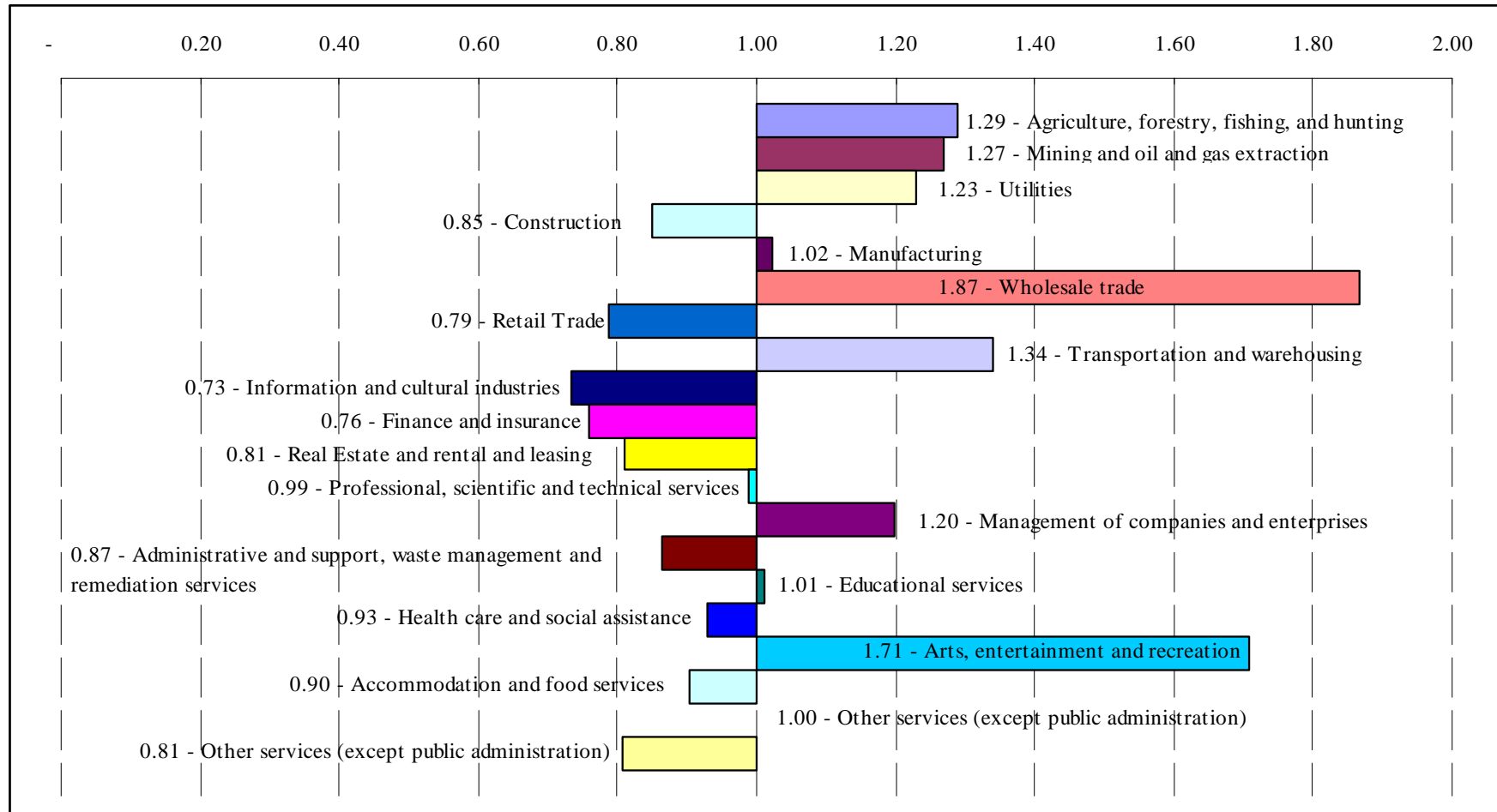
Note: Industries highlighted in **Bold** are considered to have stronger growth potential.

**Figure A - Town of Milton's Employment Profile by Sector, 2001**



*Source:* Statistics Canada, 2001.

**Figure B – Town of Milton Indexed to the Province of Ontario, 2001**





**DESTINY MILTON 2: SHAPING OUR FUTURE**  
**Economic Development Service Area Plan**

*APPENDIX B*  
*MILTON'S LOCAL ECONOMY*

**Table B- Employment by Place of Work for Milton Residents, 2001**

Sector	Work in Milton		Work in Mississauga		Work in Toronto		Work in Other Locations		Total	
	Total	% of Employment	Total	% of Employment	Total	% of Employment	Total	% of Employment	Total	% of Employment
Agriculture, forestry, fishing and hunting	420	84.0%	0	0.0%	0	0.0%	80	16.0%	<b>500</b>	<b>100.0%</b>
Mining and oil and gas extraction	55	64.7%	10	11.8%	0	0.0%	20	23.5%	<b>85</b>	<b>100.0%</b>
Utilities	30	17.1%	25	14.3%	70	40.0%	50	28.6%	<b>175</b>	<b>100.0%</b>
Construction	210	24.3%	45	5.2%	60	6.9%	550	63.6%	<b>865</b>	<b>100.0%</b>
Manufacturing	1,395	45.4%	540	17.6%	265	8.6%	870	28.3%	<b>3,070</b>	<b>100.0%</b>
Wholesale trade	580	36.3%	535	33.4%	135	8.4%	350	21.9%	<b>1,600</b>	<b>100.0%</b>
Retail trade	980	60.9%	190	11.8%	130	8.1%	310	19.3%	<b>1,610</b>	<b>100.0%</b>
Transportation and warehousing	355	30.5%	425	36.5%	70	6.0%	315	27.0%	<b>1,165</b>	<b>100.0%</b>
Information and cultural industries	120	30.8%	45	11.5%	125	32.1%	100	25.6%	<b>390</b>	<b>100.0%</b>
Finance and insurance	190	27.5%	105	15.2%	215	31.2%	180	26.1%	<b>690</b>	<b>100.0%</b>
Real estate and rental and leasing	150	57.7%	55	21.2%	15	5.8%	40	15.4%	<b>260</b>	<b>100.0%</b>
Professional, scientific and technical services	550	41.7%	175	13.3%	210	15.9%	385	29.2%	<b>1,320</b>	<b>100.0%</b>
Management of companies and enterprises	10	33.3%	20	66.7%	0	0.0%	0	0.0%	<b>30</b>	<b>100.0%</b>
Administrative and support, waste management and remediation services	220	33.3%	115	17.4%	45	6.8%	280	42.4%	<b>660</b>	<b>100.0%</b>
Educational services	410	35.3%	145	12.5%	75	6.5%	530	45.7%	<b>1,160</b>	<b>100.0%</b>
Health care and social assistance	845	54.9%	105	6.8%	165	10.7%	425	27.6%	<b>1,540</b>	<b>100.0%</b>
Arts, entertainment and recreation	385	61.1%	0	0.0%	35	5.6%	210	33.3%	<b>630</b>	<b>100.0%</b>
Accommodation and food services	760	73.1%	75	7.2%	50	4.8%	155	14.9%	<b>1,040</b>	<b>100.0%</b>
Other services (except public administration)	530	62.4%	70	8.2%	60	7.1%	190	22.4%	<b>850</b>	<b>100.0%</b>
Public administration	315	40.9%	75	9.7%	145	18.8%	235	30.5%	<b>770</b>	<b>100.0%</b>
<b>Total</b>	<b>8,525</b>	<b>46.3%</b>	<b>2,745</b>	<b>14.9%</b>	<b>1,875</b>	<b>10.2%</b>	<b>5,260</b>	<b>28.6%</b>	<b>18,405</b>	<b>100.0%</b>

*Source:* Commuting Flows, Statistics Canada, 2001.

**Table C – Top 10 Private Sector Firms in Milton, 2006**

Major Employer	Product/Service	No. of Employees
Karmax Heavy Stamping	Exterior panels, underbody stampings and assemblies for the automotive market	885
Sobey's Retail Support Centre	Food distributor	650
Toronto Auto Auctions	Auto Auctions	600
Gordon Food Service	Food distributor	480
Rol-land Farms Ltd	Mushroom growers	450
SKD Company (Milton Div.) & Corporate Office	Cross members, rails, floor reinforcements and bumper system for trucks and passenger cars	365
Northstar Aerospace Canada	Aerospace gears and transmissions for military and commercial aircraft	350
Meritor Suspension Systems Co.	Automotive suspension coil springs	330
Mohawk Racetrack Slots	Entertainment	292
Johnson Controls Ltd.	Complete seat assemblies to automotive industry	288
<b>Total No. of Employees</b>		<b>4,690</b>

*Source:*

*Town of Milton, EDO, [www.milton.ca/EcoDev-Community+Profile-318.htm](http://www.milton.ca/EcoDev-Community+Profile-318.htm), viewed on May 30th, 2006.*

In 2001, higher sector employment was evident in the Wholesale Trade and Transportation & Warehousing sectors. In addition, the Manufacturing sector was the largest employment sector in Milton with 3,190 employees. A further analysis on recent sector employment needs to be conducted to determine which sectors experienced growth in Milton. Business data was collected from D&B Companies of Canada Ltd. in July 2006 in order to better understand recent sector employment. This data provides a good indication of concentration areas in leading employment sectors.<sup>2</sup> Based on the business data, three employment sectors are anticipated to experience greater growth and need to be considered in developing economic development strategies for the community. These sectors build on the community's strengths and include;

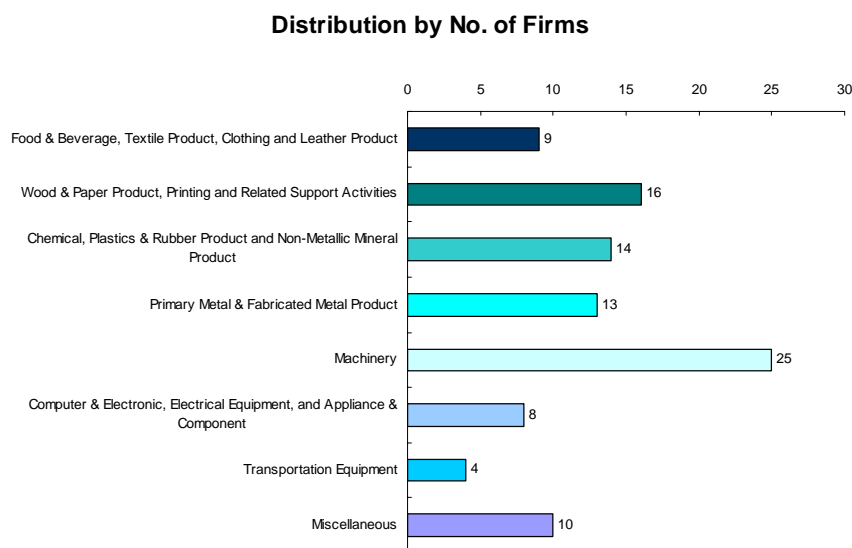
- Manufacturing
- Wholesale Trade, and
- Transportation & Warehousing.

The manufacturing sector is the largest employment sector in the Town of Milton. A total of **99 manufacturing firms** operate in the Town of Milton and employ over **4,500 people**, which is over 40% more than the 3,190 people employed in Milton's manufacturing sector in 2001. Nearly half of people are employed in the Transportation Equipment manufacturing industry with 2,149 employees (Figure D). The Primary Metal & Fabricated

<sup>2</sup> D&B Companies of Canada Ltd. business data was provided with SIC codes, Malone Given Parsons Ltd. regrouped the companies by NAICS codes.

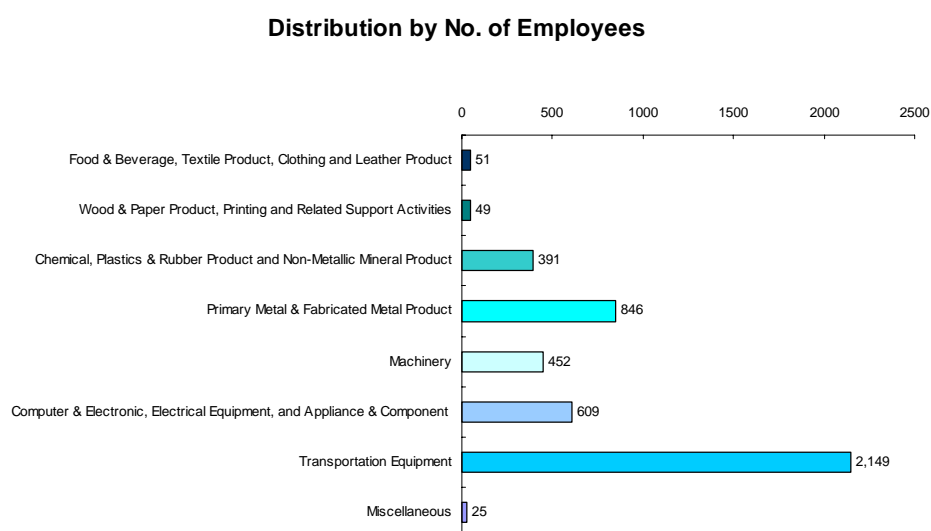
Metal Product industries also employ a large number of people (846) and Computer & Electronic, Electrical Equipment, and Appliance & Component industries. Based on these findings, potential growth should occur in these manufacturing industries since the labour force is experienced in these industries.

**Figure C – Town of Milton Manufacturing Sector**



Source: D&B Company of Canada, 2006.

**Figure D – Town of Milton Manufacturing Sector**

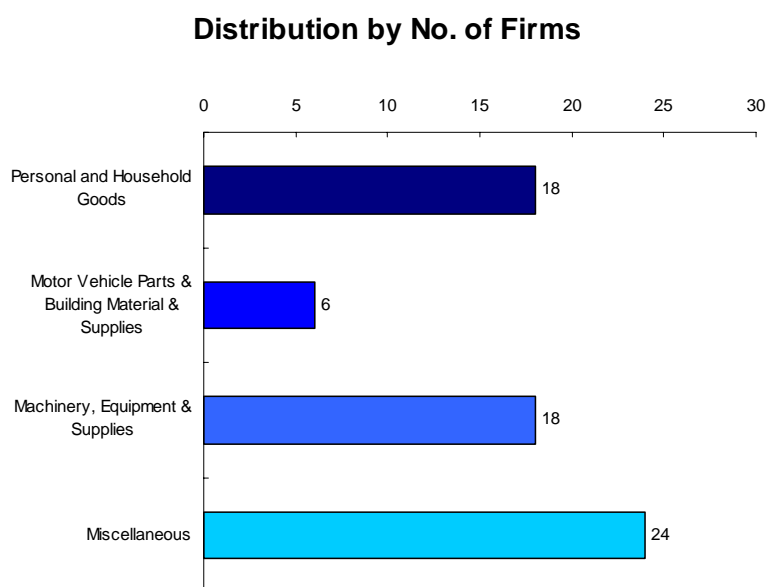


Source: D&B Company of Canada, 2006.

With the residential housing boom in the Milton area and a large amount of employment lands undeveloped the potential also exists to build the manufacturing base of building material suppliers. New technologies are being utilized to construct buildings that are 'green' (with energy efficiencies built into window construction, HVAC, roofing, etc.). Milton should respond to the "Green technology" trend and market itself to building material manufacturers. The Town is located in the middle of the next wave of residential, commercial, and industrial development that will occur in the Greater Toronto Area. This new building trend will become common practice for builders as owners of new buildings lower operating costs through reducing energy consumption. Although it is unknown on the level in which local construction companies can utilize new green technologies, business survey data from D&B identified 77 construction firms that employed 585 people. These firms can benefit from the close proximity to building material manufacturers.

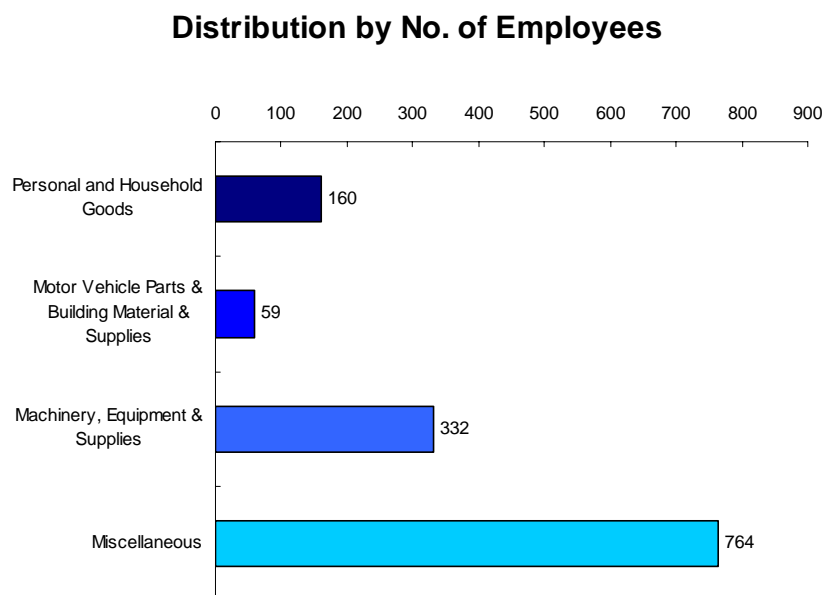
The Wholesale Trade and Transportation & Warehousing sectors are further developing in the Town of Milton. Businesses in these sectors have already expanded into the Town, as identified later in this section. A further industry analysis indicates that the small number of wholesalers (24) operating businesses in Milton are employing a large number people (764). Figure E & F highlight this finding.

**Figure E – Town of Milton Wholesale Trade Sector**



*Source: D&B Company of Canada, 2006.*

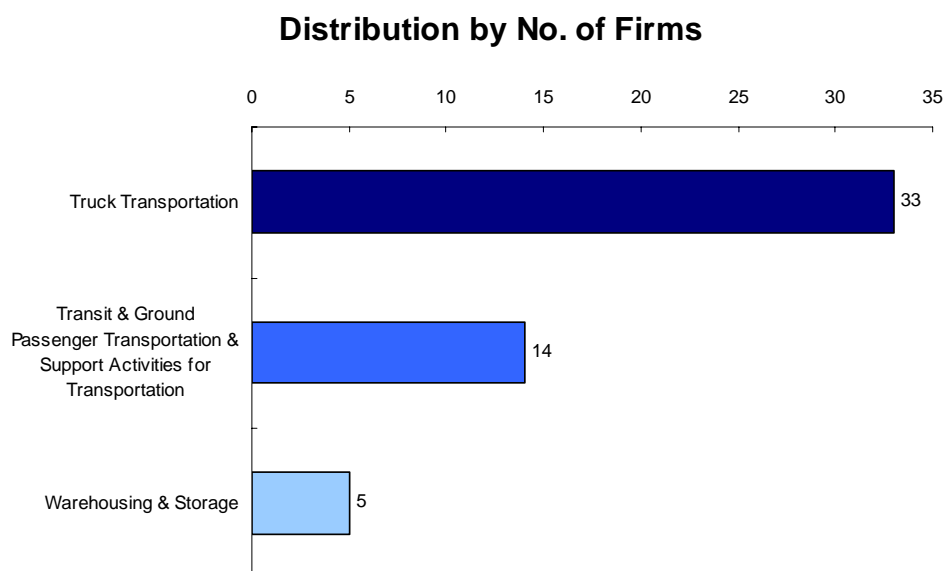
**Figure F – Town of Milton Wholesale Trade Sector**



*Source:* D&B Company of Canada, 2006.

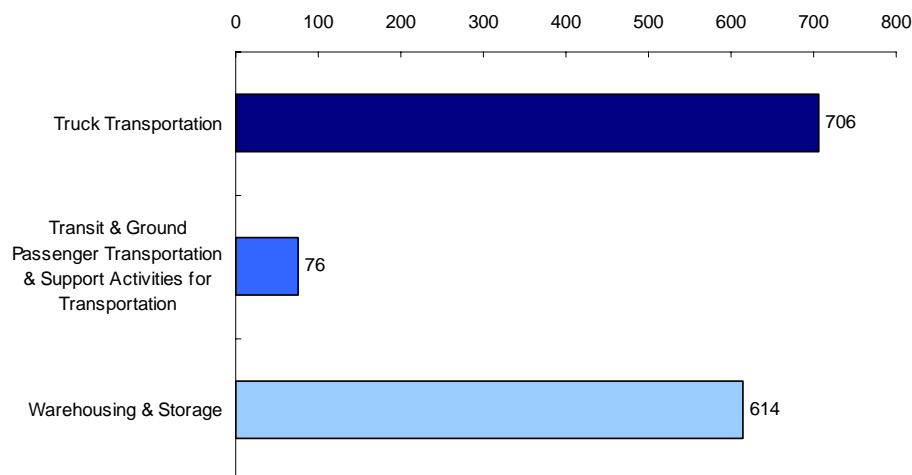
In the Town of Milton Transportation and Warehousing sector, a total of 52 businesses were identified in the D&B data. The majority of businesses operating (33) and people employed (706) were in the truck transportation industry. Five businesses operated in the warehouse and storage industry employing 614 people (Figures G and H).

**Figure G – Town of Milton Transportation & Warehousing Sector**



*Source:* D&B Company of Canada, 2006.

**Figure H – Town of Milton Transportation & Warehousing Sector**  
**Distribution by No. of Firms**



Source: D&B Company of Canada, 2006

***Milton's Business Expansions***

Businesses have been expanding into Milton over the previous five years. The following businesses expansions are recent examples of the economic growth occurring in the Town of Milton.

- Maaco Systems Canada moved its head office operations from Mississauga into a 12,000 sq.ft. facility in the James Snow Business Park. This decision to move was meant to get affordable exposure on Highway 401 and to be located in a community with less traffic;<sup>3</sup>
- Chudleigh's expanded from a 48,000 sq.ft. Milton facility to a new 80,000 sq.ft. production plant. The company employs 150 full time staff; 70 percent of its retail bakery finished products are exported out of the area;<sup>4</sup>
- AMB Development Corporation purchased a 33-acre site and has plans to construct a 375,000 sq.ft. building. This development will provide third party logistics and bulk distribution for its tenants;<sup>5</sup>
- Smurfit-MBI is a packaging manufacturer. They built a new 261,000 sq.ft. facility, expected to create 100 new jobs;<sup>6</sup>
- Parker Hannifin Canada manufactures metal valves. They built a new 137,000 sq.ft. facility that is a consolidation of its business units in Etobicoke and Mississauga. Twenty new jobs have been created through

<sup>3</sup> Town of Milton, EDO, Milton.ca News, Fall 2006, viewed on January 24th, 2007.

<sup>4</sup> Ibid.

<sup>5</sup> Town of Milton, EDO, [www.milton.ca/EcoDev-Economic+Developement+office-558.htm#item1](http://www.milton.ca/EcoDev-Economic+Developement+office-558.htm#item1), viewed on May 30th, 2006

<sup>6</sup> Town of Milton, EDO, Milton.ca News, Spring 2005. Ontario Investment Service, MEDT, [www.2ontario.com](http://www.2ontario.com). Viewed on May 30th, 2006.

this development;<sup>7</sup>

- MTB Truck & Bus Collision, a rebuilder and repairer of trucks and buses, built a new 40,000 sq.ft. facility. This new facility is a consolidation from its former Mississauga locations;<sup>8</sup>
- Reckitt Benckiser is a transportation and warehousing firm that occupies 192,000 sq.ft. of space in the Milton Crossings Business Park;<sup>9</sup> and
- AFI International Group Inc. is a firm providing labour dispute services. This firm built on a 4.5 acre property, which is a consolidation of existing facilities. Sixty new jobs were created in Milton with this development.<sup>10</sup>
- First Gulf Development Corporation built over 450,000 sq.ft. of retail space at the Milton Crossroads Power Centre, which is now home to Canadian Tire and Wal-Mart. RioCan REIT built over 300,000 sq.ft. of retail space at its RioCan Centre Milton location. Its anchor tenants are Galaxy Theatre and Home Depot.<sup>11</sup>

Milton's recent business expansions are consistent with the anticipated growth sectors identified from the Statistics Canada employment and D&B business data. Much of future employment growth in Milton will be generated by current employers, based on a common principle in the economic development field that a total of 80% of business expansions come from existing local businesses. The remaining 20% of expansions come through relocations and attraction initiatives. Based on this principle, much of Milton's future employment and business growth will come from the existing businesses in the Manufacturing, Wholesale Trade, and Transportation & Warehousing sectors.

*Milton's Tourism  
Potential*

Tourists will continue to want to visit unique places and experience unique festivals, events, or artisans that are not offered in other places. Positioning Milton and its hamlets as unique places will draw visitors to the town and spur tourism spending.

In 2004, a total of 2.8 million tourists visited Halton Region. Canadian visitors represent about 92.0% of the total visitors, or 2.6 million. Americans represent about 5.8% (approximately 163,000) and people from other countries represent the remaining 2.2% (approximately 60,000) of the visitors (Figure I).

<sup>7</sup> Town of Milton, EDO, Milton.ca News, Fall 2003. Ontario Investment Service, MEDT, [www.2ontario.com](http://www.2ontario.com). Viewed on May 30th, 2006.

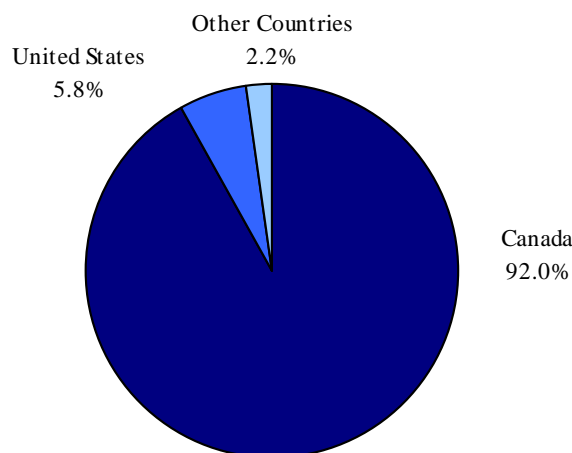
<sup>8</sup> Town of Milton, EDO, Milton.ca News, Fall 2005.

<sup>9</sup> Town of Milton, EDO, Milton.ca News, Fall 2005.

<sup>10</sup> Town of Milton, EDO, Milton.ca News, Summer 2003.

<sup>11</sup> 2007 Canadian Directory of Shopping Centres, Vol. 1, produced by Monday Report on Retailers.

**Figure I – Origin of Halton Region's Visitors, 2004**

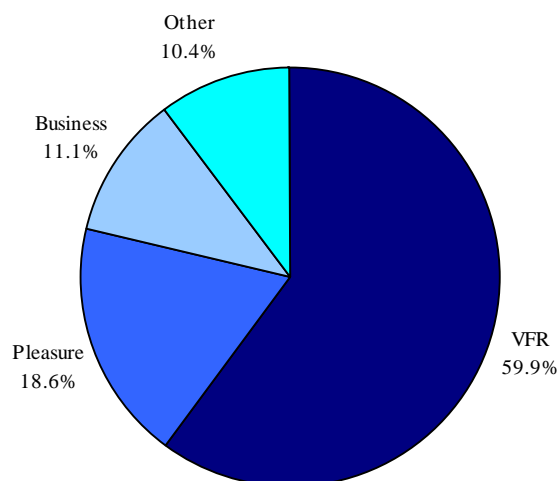


*Source: Regional Tourism Profiles CD 24: Halton Region, Ontario Ministry of Tourism, 2006.*

Overnight visits to Halton Region are relatively low, with a quarter (26.3%) of all visitors staying overnight in 2004. Approximately 595,000 Canadian visitors (23.1%) stayed overnight. In comparison, 100,000 American visitors (61.4%) and 41,800 visitors from other countries (70.0%) stayed overnight.

Over half (59.9%) of the overnight visitors' main purpose was for visiting friends or relatives (VFR). Only 18.6% of overnight visitors were visiting for pleasure and 11.1% of overnight visitors were on business trips. A total of 10.4% of overnight visitors were in Halton Region for other purposes (Figure J).

**Figure J – Main Purpose of Trip, 2004**



*Source: Regional Tourism Profiles CD 24: Halton Region, Ontario Ministry of Tourism and Recreation, 2006.*

*Note: VFR encompasses individuals who indicated their trip purpose was to "visit friends or relatives."*

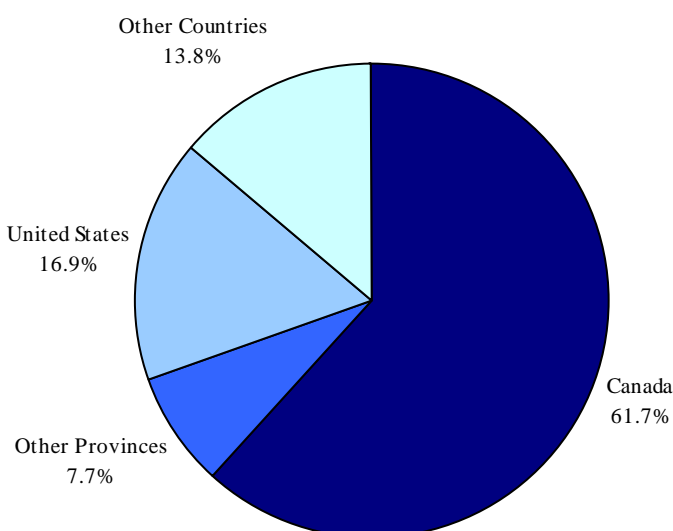


Same-day and overnight visitors to the Region spent approximately \$185 million on tourism-related expenditures including lodging, food and beverages, transportation, entertainment and retail during their visits in 2004, for an average of approximately \$66.33 per visit. Expenditures by Ontario visitors accounted for 61.7% (\$114.4 million) of all tourist expenditures in Halton Region (Figure K).

The \$185 million spent on tourism-related expenditures has an economic impact in Halton Region. Visitor spending generated approximately \$129 million in direct, indirect and induced contributions to gross domestic product (GDP), \$65 million of labour income and salaries and over 2,200 part-time, full-time and seasonal jobs.

Halton Region's tourism receipts reached over \$297 million in 2004. Tourism receipts consist of visitor spending plus the transportation fares that residents of Halton Region paid to Canadian carriers to take trips outside the region.

**Figure K – Total Visitor Spending in Halton Region, 2004**



*Source: Regional Tourism Profiles CD 24: Halton Region, Ontario Ministry of Tourism and Recreation, 2006*

Statistics Canada's Canadian Business Patterns reports on the number of tourism related establishments.<sup>12</sup> The following table highlights some of these establishments in Halton Region.

<sup>12</sup> Included are businesses that meet at least one of the following criteria: (1) have an employee force for which they submit payroll remittance to CCRA, or (2) have a minimum of \$30,000 in annual sales revenue, or (3) are incorporated under a federal or provincial act and have filed a federal corporate income tax form within the last three years.

**Table D – Number of Tourism Related Establishments**

<b>Industry</b>	<b>Number of Establishments</b>	<b>No Employees</b>	<b>1 to 19</b>	<b>20+</b>
Accommodation	66	41	17	8
Arts, Entertainment and Recreation	453	271	128	54
Food and Beverage	1,082	437	435	210
Transportation	195	138	53	4
Travel Services	103	48	52	3
Retail	2,315	1,085	1,037	193
Other Services	1,087	500	496	91
<b>Total</b>	<b>5,301</b>	<b>2,520</b>	<b>2,218</b>	<b>563</b>

*Source: Regional Tourism Profiles CD 24: Halton Region, Ontario Ministry of Tourism and Recreation, 2006*

There are a large number of establishments with less than 20 employees, suggesting small business owners and entrepreneurs make up the heart of the tourism industry.

There are two trends of particular interest to tourism and its potential in Halton Region. The aging of the “baby boom” cohort of the Ontario population drives the first trend and the second trend is driven by population growth, specifically the immigrant population.

Aging of the baby boomers (those born between 1945 and 1964) is bringing increasing interest in and demand for less physically active and more intellectually or emotionally engaging experiences, particularly those with a cultural heritage connection. Notwithstanding this shift, there is also growing interest in maintaining health and fitness through such pursuits as walking, hiking, and bicycling. Analyses completed for the Ontario Ministry of Tourism and Recreation on data from the Travel Activities and Motivations Survey<sup>13</sup> indicates that, depending upon participation rates by new Canadians:

- The number of adults desiring opportunities to visit historical sites is expected to grow by over 52% during the next 20 years.
- For older Ontarians, less strenuous, warm weather outdoor activities and indoor cultural events and attractions are expected to see a greater increase in demand over strenuous or family oriented activities. The interest in art galleries and general history museums is expected to grow while strenuous outdoor activities, such as canoeing and camping, are expected to see a decline in rates of participation.
- Small niche markets, wineries, dance and classical music or opera performances are likely to benefit from the aging of the travelling public.

<sup>13</sup> The Travel Patterns of Ontario's Population and How They Will Change Over the Next 25 Years - A Demographic Segmentation Analysis of the Travel Activities and Motivation Survey (TAMS). Ontario Ministry of Tourism and Recreation, February 2003 and If the Future Were Now...Impacts of Aging the Canadian Market on Tourism in Ontario – A Special Analysis of the Travel Activities and Motivation Survey (TAMS). Ontario Ministry of Tourism and Recreation, July 2002.

- Some of the tourism products – outdoor adventure, angling, hunting, and golfing are likely to attract avid participants at lower rates in the next 20 years. In absolute terms there are likely going to be more avid outdoor adventurers, anglers, golfers in the next 20 years.
- More passive outdoor activities, such as bird watching and golfing, are forecast to maintain their participation rates, and experience significant growth in absolute demand. As well, participation in such events as cultural performances and day bus tours are forecast to grow significantly amongst the adult population.
- It is expected that immigrants will make up over a third (37%) of Ontario's resident population in 2026. This trend is likely going to further influence the demand for traditional outdoor activities and increase the demand for cultural events such as live theatre, art galleries, museums and classical music performances.
- It is projected that in twenty years 3.3 million adult residents in the Toronto Census Metropolitan Area will be new Canadians. Establishments relying on tourism dollars may need to customize their product offering to the needs of the city's immigrant populations.

There are implications of these tourism trends for Halton Region. This Region is part of the Greater Toronto Area and can benefit substantially from the increase in population if it positions itself with a strong tourism brand and cultural destination. Halton Region has tourism amenities that it can take advantage of such as festivals, live theatre, and golf courses. These demographic trends indicate opportunities to develop cultural tourism in Milton specifically and expand its festivals and events.

*Conclusions &  
Considerations*

Milton is experiencing business growth and economic trends indicate this growth is going to continue. Specifically, strong growth potential is evident in the manufacturing, wholesale trade, transportation & warehousing sectors. It is expected that future employment land development will be from businesses in these sectors. In addition, for Milton to further build upon their existing businesses they should focus on these sectors for business retention, expansion and attraction initiatives.

Milton also has a strong potential to be a unique destination for visitors. The economic development strategies should make the Town, and specifically the Downtown, a distinct place for visitors by offering several different amenities such as festivals, events and art galleries. All of these amenities strengthen the Downtown and sustain the local tourism base.

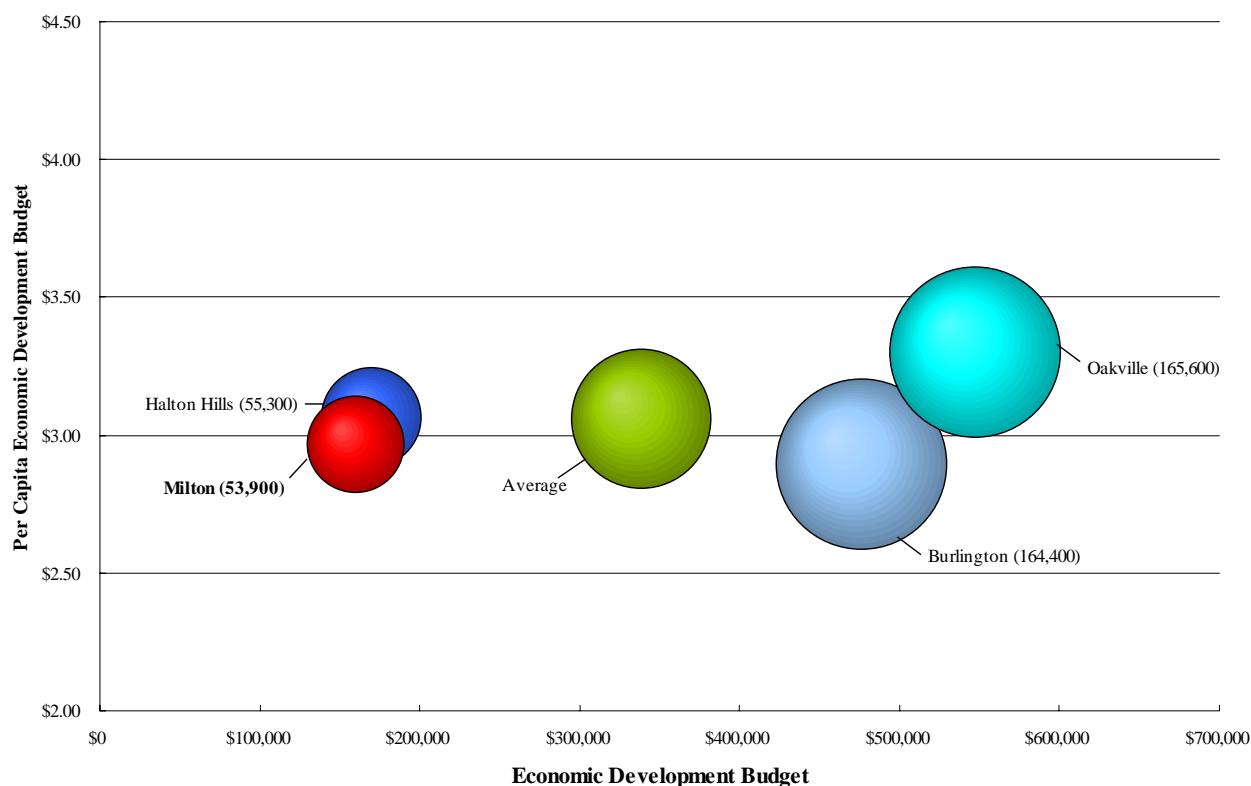
**Appendix C – EDO Budgeting and Staffing**

**EDO BUDGETING  
AND STAFFING**

In order to assess the Town of Milton's comparative investment in the Economic Development function, Malone Given Parsons Ltd. surveyed the 2006 economic development budgets for municipalities in the Region of Halton and those in the Greater Toronto Area with less than 100,000 residents. Budgets were expressed on an absolute and a per capita basis. Milton's current position, and its position if it invested an amount equal to the per capita average for the set of comparators were then plotted, as presented in Figures A to C.

In the context of the Region of Halton (Figure A), the Town of Milton's per capita economic development investment (\$2.96) is below the average (\$3.06). However, Milton and Halton Hills have the smallest population bases in the Region. Burlington and Oakville have larger populations and have non-profit economic development corporations that also draw funding from the private sector. They are led by Boards of Directors made up of public and private sector representatives who set overall strategy and programs, and approve budgets. These economic development corporations operate at \$2.89 per capita in Burlington and \$3.30 per capita in Oakville, before private sector funding.

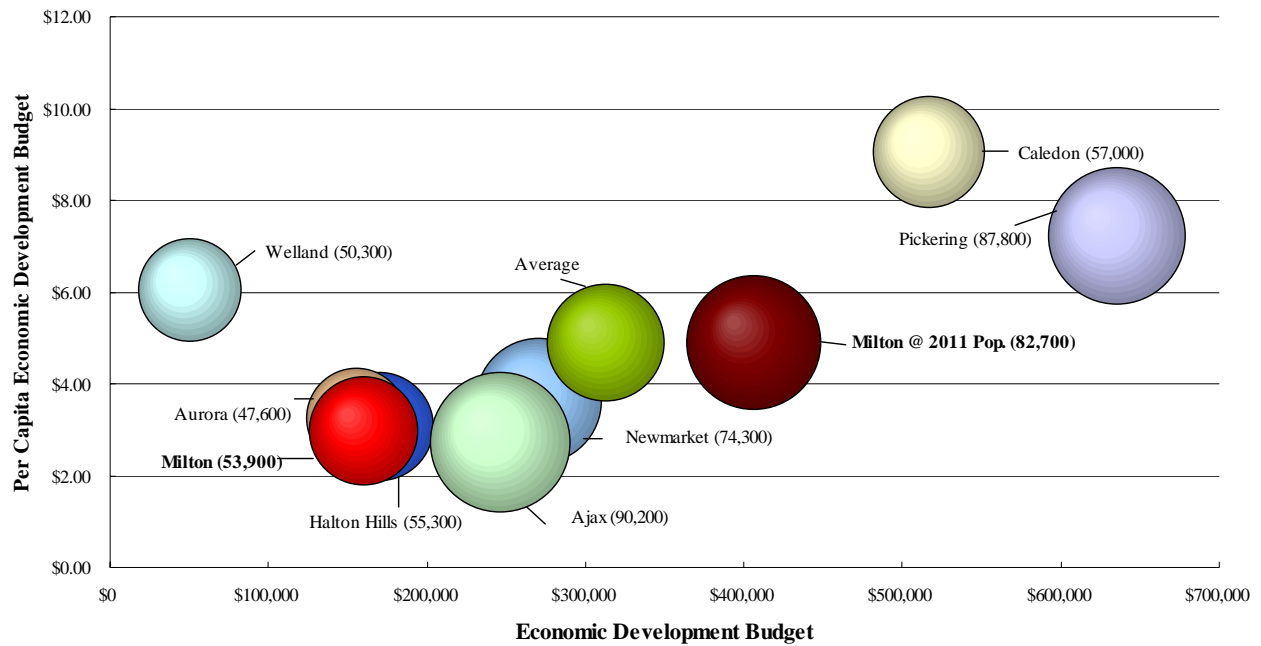
**Figure A - Milton vs. Halton Region's Comparative Investment in Economic Development**



*Note: The circles are proportional to 2006 Census populations (in brackets).*

*Source: Statistics Canada, 2006 Census; 2006 Operating Budgets for the Towns of Milton, Halton Hills and Oakville, and the City of Burlington.*

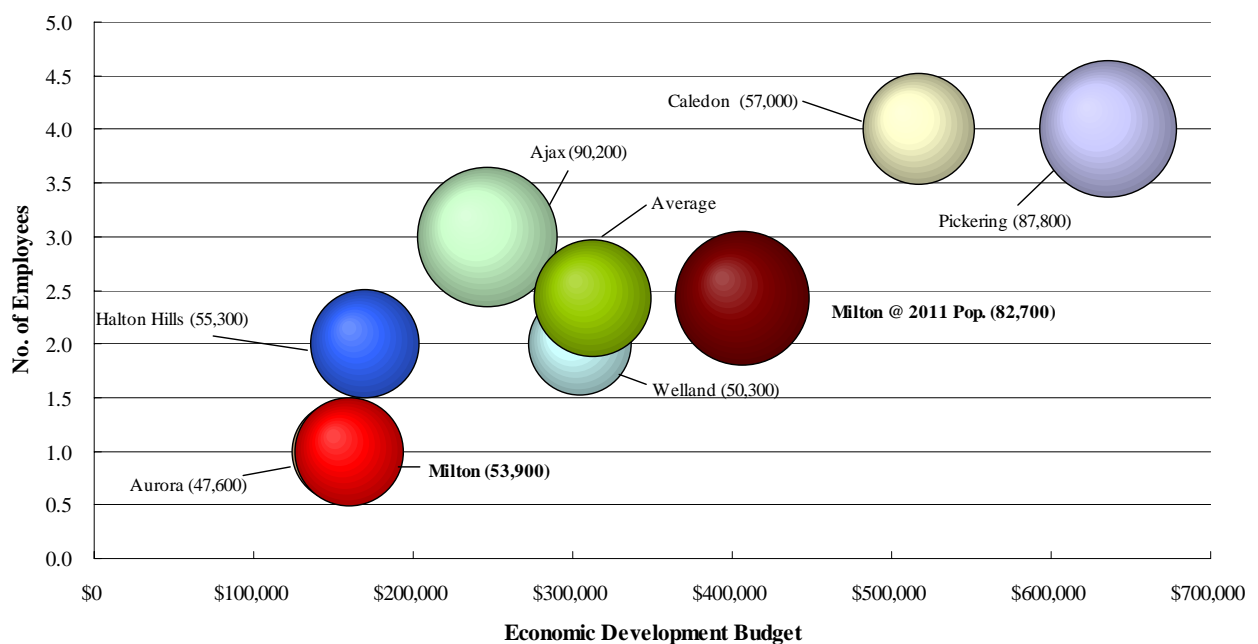
**Figure B - Comparative Investment in Economic Development: Milton vs. Towns/Cities (<100,000 residents)**



*Note: The circles are proportional to 2006 Census populations (in brackets).*

*Source: Statistics Canada, 2006 Census; 2006 Operating Budgets for the Towns of Milton, Halton Hills, Caledon, Aurora, Newmarket & Ajax, and the Cities of Pickering & Welland, Best Planning Estimates of Population, Occupied Dwelling Units and Employment, 2007-2021, Regional Municipality of Halton, April 2007.*

**Figure C - Comparative No. of Employees in Economic Development: Milton vs. Towns/Cities (<100,000 residents)**



*Note: The circles are proportional to 2006 Census populations (in brackets).*

*Source: Statistics Canada, 2006 Census; 2006 Operating Budgets for the Towns of Milton, Halton Hills, Caledon, Aurora, Newmarket & Ajax, and the Cities of Pickering & Welland, Best Planning Estimates of Population, Occupied Dwelling Units and Employment, 2007-2021, Regional Municipality of Halton, April 2007.*

In comparison to other Greater Toronto Area towns and cities (Figure B) with less than 100,000 residents, the Town of Milton's per capita economic development investment (\$2.96) is 39% below the average (\$4.91). The average municipality in this sample has a 2006 economic development budget of roughly \$312,000. The Town of Milton's 2006 economic development budget is \$160,000 or 49% less than the average. By applying the average per capita economic development budget to the forecasted 2011 population of 82,700 people, the Town of Milton would have a budget of roughly \$406,000, over two and a half times its 2006 budget.

The average number of employees to implement economic development programs for the compared municipalities is 2.4 (Figure C). Prior to the hiring of the new economic development officer in the fall of 2006, the Town of Milton was below the average with 1.0 employee to implement economic development programs. The lack of administrative support for the current staff complement is reflected in the gap between the Town's now 2.0 employees and the average of 2.4.