



MILTON 

STRATEGIC PLAN

2016-2020



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LETTER FROM THE MAYOR & CITY MANAGER

When the City of Milton embarked upon an update to its strategic plan, we committed to being future focused. We challenged ourselves to look into the future and plan for those things that are critical to maintain and enhance the Milton we love. We spent many hours discussing Milton’s mission, vision and core values and believe the modifications we made are in keeping with maintaining our unique, vibrant and successful community.

To identify our goals, strategies and initiatives, we worked with experienced and emerging leaders, a professional facilitator and all the data available to us. The future promises extraordinary things. We will experience facilities opening, parks coming to life and complete streets emerging. We are committed more than ever to our pursuit of innovation in local government and our desire to be cutting edge in the delivery of essential services.

We are thankful to be a partner with our community as we live this future together. It’s your story, it’s our story, it’s Milton’s story – let’s make it a great story to tell. Please join us – the future starts now.



Mayor



City Manager

VISION

Milton is a premier city where we strive to:

Promote a high quality of life

Create a strong sense of community and place

Respect our heritage while guiding our future

Be the best place to call home

MISSION

We take responsibility together to provide the best quality of life to those we serve. Through excellent service to our neighbors, we strengthen our cherished sense of community.

CORE VALUES

Respect: We conduct each encounter with a neighborly spirit and appreciation for individual excellence to build better communication and stronger relationships.

Bold leadership: We facilitate responsible growth and become architects of boundless potential.

Integrity: We conduct all business according to the most stringent ethical standards.

Responsiveness: We build better communication and stronger relationships with our neighbors by taking ownership and responsibility in service.

Collaboration: We work together to ensure quality feedback, open communication and meaningful interaction in the pursuit of shared goals.

Knowledge: We prepare for the future by combining wisdom gained from our shared experiences with enlightenment attained today.

Excellence: We believe excellence is a constantly moving target pursued through actions of integrity.

ABOUT THE PLAN

The City of Milton 2016–2020 Strategic Plan outlines future goals and strategies for the Milton community and the City organization. It provides a comprehensive, high-level five-year road map to accomplishing key community goals.

The City of Milton has identified five core areas of focus; each area is addressed through individual goal statements (see below). Every goal includes:



OBJECTIVES

Strategies that guide work plans and initiatives



INITIATIVES

Action steps the City of Milton will implement to achieve each objective. Each initiative also includes a timeline for implementation.



RELEVANT CAPITAL PROJECTS

Notable capital projects are also included in the Strategic Plan as they play an important role in accomplishing each goal. Capital projects constitute major investments in the long-term health and vitality of the city.

Timelines appear in conjunction with each initiative and relevant capital project.

Progress toward each of the five goals will be tracked annually and reported using data-driven performance measures including results from Milton's citizen survey. The City of Milton's annual accomplishments and challenges will be summarized and shared in an annual scorecard, the first of which will be published in the first quarter of 2017.

GOALS

ECONOMIC DEVELOPMENT

Structure economic development and responsible business growth



PARK & RECREATION ENRICHMENT

Provide for the parks and recreation needs of our city



STRATEGIC, EFFICIENT AND ENGAGED GOVERNMENT

Seek innovative ways to improve both the infrastructure and services we provide to keep pace with growth



PRESERVE WHAT MAKES MILTON UNIQUE



BUILD COMMUNITY CONNECTIONS

Create a culture of togetherness



GOAL

ECONOMIC DEVELOPMENT

Structure economic development and responsible business growth



OBJECTIVE

Develop a working spirit with our business community to foster a reputation for being a great place to do business

INITIATIVES

Explore a Milton CID in the Crabapple Downtown area to carry out infrastructure projects in that boundary zone.

2016	2017	2018	2019	2020
✓	✓			

Launch door-to-door outreach program to formalize the feedback loop within the business community.

2016	2017	2018	2019	2020
✓		✓		✓

ONGOING

Explore an innovation center in a suitable location to incubate future business opportunity and growth.

2016	2017	2018	2019	2020
✓	✓	✓	✓	✓

ONGOING

Conduct business association outreach for regular interaction with the Milton Business Alliance, Crabapple Business Association, GNFC and Metro Chamber.

2016	2017	2018	2019	2020
✓	✓	✓	✓	✓

ONGOING

OBJECTIVE

Maximize available commercial capacity in appropriately defined areas

INITIATIVES

Build and maintain an available land database listing of properties in CoStar and Select Georgia databases to convert properties from vacant to filled.

2016	2017	2018	2019	2020
✓	✓	✓	✓	✓
ONGOING				

RELEVANT CAPITAL PROJECTS

<p>City Hall</p> <p>Also contributes to the following goal(s):</p> <ul style="list-style-type: none"> ● Build Community Connections 	<p>Crabapple NE Connector Rd</p> <p>Also contributes to the following goal(s):</p> <ul style="list-style-type: none"> ● Strategic, Efficient & Engaged Government 	<p>Crabapple Streetscape</p> <p>Also contributes to the following goal(s):</p> <ul style="list-style-type: none"> ● Build Community Connections
<p>Pavement Management</p> <p>Also contributes to the following goal(s):</p> <ul style="list-style-type: none"> ● Strategic, Efficient & Engaged Government ● Preserve What Makes Milton Unique ● Build Community Connections 	<p>Sidewalk Construction and Repair</p> <p>Also contributes to the following goal(s):</p> <ul style="list-style-type: none"> ● Park & Recreation Enrichment ● Strategic, Efficient & Engaged Government ● Preserve What Makes Milton Unique ● Build Community Connections 	<p>Trail Connection to Big Creek Greenway</p> <p>Also contributes to the following goal(s):</p> <ul style="list-style-type: none"> ● Park & Recreation Enrichment ● Strategic, Efficient & Engaged Government ● Preserve What Makes Milton Unique ● Build Community Connections
<p>Mobile Traffic Control Center</p> <p>Also contributes to the following goal(s):</p> <ul style="list-style-type: none"> ● Strategic, Efficient & Engaged Government 	<p>Park and Trail Expansion</p> <p>Also contributes to the following goal(s):</p> <ul style="list-style-type: none"> ● Park & Recreation Enrichment ● Strategic, Efficient & Engaged Government ● Preserve What Makes Milton Unique ● Build Community Connections 	



GOAL

PARK & RECREATION ENRICHMENT

Provide for the parks and recreation needs of our city



OBJECTIVE

Foster good relationships with providers

INITIATIVES

Conduct city-driven surveys for providers of all programs.

2016	2017	2018	2019	2020
				

ONGOING

OBJECTIVE

Increase our capacity for active, passive and linear parks

INITIATIVES

Enhance multi-use connection to Big Creek Greenway.

2016	2017	2018	2019	2020
				


Explore the feasibility of a walkable connection from Birmingham Park to an Arnold Mill Park at the closing landfill with focus being along Little River.

2016	2017	2018	2019	2020
				

ONGOING

Develop phase one of Providence Park to re-establish trails and open to the public.	2016	2017	2018	2019	2020
	✓				

Develop phase two of Providence Park to repair the rock quarry, establish access to water, public restrooms and a safe shelter.	2016	2017	2018	2019	2020	2021
			✓	✓	✓	

 **OBJECTIVE**
Explore partnerships and relationships to meet the needs of the community

 **INITIATIVES**

Evaluate renewal and continuation of the intergovernmental agreement with the City of Alpharetta for parks without borders.	2016	2017	2018	2019	2020
	✓	✓	✓	✓	✓
ONGOING					

Partner with a provider to establish programming at Providence Park.	2016	2017	2018	2019	2020
		✓	✓		

Research new program offerings which might include activities not currently offered by Milton.	2016	2017	2018	2019	2020
	✓	✓	✓	✓	✓
ONGOING					

RELEVANT CAPITAL PROJECTS

Land Conservation

Also contributes to the following goal(s):

- Preserve What Makes Milton Unique

ONGOING

Greenspace Bond Initiative

Also contributes to the following goal(s):

- Preserve What Makes Milton Unique

2016

Sidewalk Construction and Repair

Also contributes to the following goal(s):

- Economic Development
- Strategic, Efficient & Engaged Government
- Preserve What Makes Milton Unique
- Build Community Connections

ONGOING

Trail Connection to Big Creek Greenway

Also contributes to the following goal(s):

- Economic Development
- Strategic, Efficient & Engaged Government
- Preserve What Makes Milton Unique
- Build Community Connections

2019

Park and Trail Expansion

Also contributes to the following goal(s):

- Economic Development
- Strategic, Efficient & Engaged Government
- Preserve What Makes Milton Unique
- Build Community Connections

ONGOING

Providence Park Enhancements

2021

Conversion of Chadwick Landfill

2021

GOAL

STRATEGIC, EFFICIENT & ENGAGED GOVERNMENT

Seek innovative ways to improve both the infrastructure and services we provide to keep pace with growth



OBJECTIVE

Streamline Processes



INITIATIVES

Produce process maps for all customer interactions seeking to maximize efficiency as measured by average time per permit.

2016	2017	2018	2019	2020
✓	✓			

Establish a Unified Development Code to encourage better development and design while clarifying process.

2016	2017	2018	2019	2020
		✓		

Formalize a training program so each city staff member can act as concierge for our customers. (In coordination with process mapping)

2016	2017	2018	2019	2020
✓	✓	✓	✓	✓

ONGOING

OBJECTIVE

Recognize future challenges or threats and plan for them today

INITIATIVES

Implement Citizen Emergency Response Team (CERT) programs through various departments to streamline our emergency response capabilities.

2016	2017	2018	2019	2020
	✓			

Identify appropriate staffing needs and make sound recommendations as needed.

2016	2017	2018	2019	2020
✓	✓	✓	✓	✓

ONGOING

Establish a traffic safety stakeholder group to make recommendations to improve traffic safety.

2016	2017	2018	2019	2020
✓				

Strategically place police, fire and public works facilities to maximize effectiveness.

2016	2017	2018	2019	2020
			✓	✓

ONGOING

Produce comprehensive safety guide for the community on home safety and first aid.

2016	2017	2018	2019	2020
	✓			

Manage, maintain and improve mobility in Milton.

2016	2017	2018	2019	2020
✓	✓	✓	✓	✓

ONGOING

OBJECTIVE

Improve the community's interactions with its government

INITIATIVES

Establish 311 system for the creation of a simple, one-touch customer service system.	2016	2017	2018	2019	2020
		✓			
Explore a system where volunteers can find access to available opportunities to serve and services can find access to available volunteers.	2016	2017	2018	2019	2020
		✓			
Implement youth programming through an Explorer Program in either (or both) the police and fire department.	2016	2017	2018	2019	2020
	✓	✓	✓	✓	✓
					ONGOING
Create a Community Risk Reduction (CRR) educational program in the fire department.	2016	2017	2018	2019	2020
		✓			
Explore juried public art as a way to build community spirit through the creation of a focus group tasked to review an art installation program with specific criteria.	2016	2017	2018	2019	2020
	✓				

OBJECTIVE

Maintain high morale among “Team Milton” by fostering professional and rewarding careers

INITIATIVES

Through the Innovation Academy, explore implementing a detailed employee review process/performance management system.

2016	2017	2018	2019	2020
	✓			

Conduct an employee satisfaction survey to build a positive, productive workforce.

2016	2017	2018	2019	2020
✓		✓		✓

ONGOING

RELEVANT CAPITAL PROJECTS

Police Facility

2019

Also contributes to the following goal(s):

- Build Community Connections

Live Fire Training Facility

2016

SCBA Replacement

2020

Station 42 Replacement

2017

Bridge Replacement Program

ONGOING

Crabapple NE Connector Rd

VISION

Also contributes to the following goal(s):

- Economic Development

RELEVANT CAPITAL PROJECTS (CONTINUED)

Intersection Improvements

ONGOING

Pavement Management

Also contributes to the following goal(s):

- Economic Development
- Preserve What Makes Milton Unique
- Build Community Connections

ONGOING

Repair Major Stormwater Structures

ONGOING

Sidewalk Construction and Repair

Also contributes to the following goal(s):

- Economic Development
- Park & Recreation Enrichment
- Preserve What Makes Milton Unique
- Build Community Connections

ONGOING

Trail Connection to Big Creek Greenway

Also contributes to the following goal(s):

- Economic Development
- Park & Recreation Enrichment
- Preserve What Makes Milton Unique
- Build Community Connections

2019

Mobile Traffic Control Center

Also contributes to the following goal(s):

- Economic Development

2016

Snow Plow

2016

Salt/Sand Spreader

2016

Park and Trail Expansion

Also contributes to the following goal(s):

- Economic Development
- Park & Recreation Enrichment
- Preserve What Makes Milton Unique
- Build Community Connections

ONGOING



GOAL

PRESERVE WHAT MAKES MILTON UNIQUE



OBJECTIVE

Safeguard historic landmarks, farms, woodlands, streams and open spaces

INITIATIVES

Reinvent the Historic Preservation Commission for the review and designation of historic properties.

2016	2017	2018	2019	2020
✓				

Establish and implement a signage program for historic land markers and points of interest.

2016	2017	2018	2019	2020	2021
	✓	✓	✓	✓	→

ONGOING

Create educational opportunities for the community that are grounded in sustainability, resiliency and conservation.

2016	2017	2018	2019	2020
✓	✓	✓	✓	✓

ONGOING

Create a formal feedback loop with the equestrian community.

2016	2017	2018	2019	2020
✓	✓	✓	✓	✓

ONGOING

OBJECTIVE

Address need for community greenspace

INITIATIVES

Review the code of ordinances for desired enhancements that protect our rural character.	2016	2017	2018	2019	2020
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ONGOING					
Review the potential of asking the public to consider a bond issue for conservation type purposes.	2016	2017	2018	2019	2020
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Establish and facilitate a working group charged to identify evaluation criteria for potential areas of land conservation or community greenspace.	2016	2017	2018	2019	2020
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ONGOING					
Reflect greenspace needs within the updated comprehensive plan.	2016	2017	2018	2019	2020
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

RELEVANT CAPITAL PROJECTS

Land Conservation

Also contributes to the following goal(s):

- Park & Recreation Enrichment

ONGOING

Greenspace Bond Initiative

Also contributes to the following goal(s):

- Park & Recreation Enrichment

2016

Gravel Road Maintenance

ONGOING

Pavement Management

Also contributes to the following goal(s):

- Economic Development
- Strategic, Efficient & Engaged Government
- Build Community Connections

ONGOING

Sidewalk Construction and Repair

Also contributes to the following goal(s):

- Economic Development
- Park & Recreation Enrichment
- Strategic, Efficient & Engaged Government
- Build Community Connections

ONGOING

Trail Connection to Big Creek Greenway

Also contributes to the following goal(s):

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2019

Park and Trail Expansion

Also contributes to the following goal(s):

- Economic Development
- Park & Recreation Enrichment
- Strategic, Efficient & Engaged Government
- Build Community Connections

ONGOING

Gateway Signage and Historic Markers

Also contributes to the following goal(s):

- Build Community Connections

2017



GOAL

BUILD COMMUNITY CONNECTIONS

Create a culture of togetherness



OBJECTIVE

Foster proactive and open communication

INITIATIVES

Create and maintain a signage program that directs people where to find additional information on current city projects and developments.

2016	2017	2018	2019	2020
✓	✓	✓	✓	✓
ONGOING				

Create and implement basic guides to enhance the ease of understanding our building and design standards.

2016	2017	2018	2019	2020
		✓	✓	✓
ONGOING				

OBJECTIVE

Build a sense of pride in the community

Create branding material that promotes Milton's unique identity.

2016	2017	2018	2019	2020
✓	✓	✓	✓	✓
ONGOING				

Recognize Milton's 10th Anniversary with a community celebration.	2016	2017	2018	2019	2020
	✓				

Pursue a street topper sign program that would be intended to create a sense of place through signage.	2016	2017	2018	2019	2020
					✓

Continue welcome packets mailed monthly to new homeowners to increase resident awareness of Milton's programs.	2016	2017	2018	2019	2020
	✓	✓	✓	✓	✓
					ONGOING

Support the Village Volunteers program designed to assist young adults who have graduated high school and also have special needs.	2016	2017	2018	2019	2020
	✓	✓	✓	✓	✓
					ONGOING

RELEVANT CAPITAL PROJECTS

City Hall

2017

Also contributes to the following goal(s):

- Economic Development

Police Facility

2019

Also contributes to the following goal(s):

- Strategic, Efficient & Engaged Government

Crabapple Streetscape

2017

Also contributes to the following goal(s):

- Economic Development
- Build Community Connections

Pavement Management

ONGOING

Also contributes to the following goal(s):

- Economic Development
- Strategic, Efficient & Engaged Government
- Preserve What Makes Milton Unique

Sidewalk Construction and Repair

ONGOING

Also contributes to the following goal(s):

- Economic Development
- Park & Recreation Enrichment
- Strategic, Efficient & Engaged Government
- Preserve What Makes Milton Unique

Trail Connection to Big Creek Greenway

2019

Also contributes to the following goal(s):

- Economic Development
- Park & Recreation Enrichment
- Strategic, Efficient & Engaged Government
- Preserve What Makes Milton Unique

Park and Trail Expansion

ONGOING

Also contributes to the following goal(s):

- Economic Development
- Park & Recreation Enrichment
- Strategic, Efficient & Engaged Government
- Preserve What Makes Milton Unique

Gateway Signage and Historic Markers

2017

Also contributes to the following goal(s):

- Preserve What Makes Milton Unique



MILTON 
ESTABLISHED 2006