MILTON STRATEGIC PLAN



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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.



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City Manager

VISION

Milton is a premier city where we strive to:

Promote a high quality of life

Respect our heritage while guiding our future

Create a strong sense of community and place

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.

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

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

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

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

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 plan 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 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



ECONOMIC DEVELOPMENT

Structure economic development and responsible business growth





® OBJECTIVE

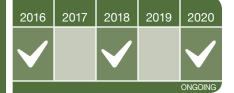
Develop a working spirit with our business community to foster a reputation for being a great place to do business

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.



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



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



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

City Hall

Also contributes to the following goal(s):

Build Community Connections

Crabapple NE Connector Rd

Also contributes to the following goal(s):

O Strategic, Efficient & Engaged Government

Crabapple Streetscape

Also contributes to the following goal(s):

Build Community Connections

Pavement Management

Also contributes to the following goal(s):

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

Sidewalk Construction and Repair

Also contributes to the following goal(s):

- O Park & Recreation Enrichment
- Strategic, Efficient & Engaged Government
- O Preserve What Makes Milton Unique
- Build Community Connections

Trail Connection to Big Creek Greenway

Also contributes to the following goal(s):

- Park & Recreation Enrichment
- Strategic, Efficient & Engaged Government
- O Preserve What Makes Milton Unique
- Build Community Connections

Mobile Traffic Control Center

Also contributes to the following goal(s):

O Strategic, Efficient & Engaged Government

Park and Trail Expansion

Also contributes to the following goal(s):

- Park & Recreation Enrichment
- O 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

WINITIATIVES

Conduct city-driven surveys for providers of all programs.

2016	2017	2018	2019	2020
~	~	~	~	~
ONGOING				

® OBJECTIVE

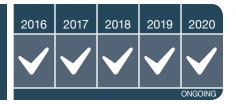
Increase our capacity for active, passive and linear parks

WINITIATIVES

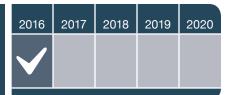
Enhance multi-use connection to Big Creek Greenway.

2016	2017	2018	2019	2020
✓	✓	✓	✓	

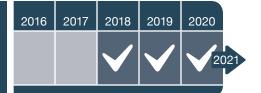
Explore the feasibility of a walkable connection from Birmingham Park to an Arnold Mill Park at the closing landfill with focus being along Little River.



Develop phase one of Providence Park to re-establish trails and open to the public.



Develop phase two of Providence Park to repair the rock quarry, establish access to water, public restrooms and a safe shelter.



® OBJECTIVE

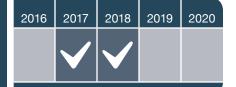
Explore partnerships and relationships to meet the needs of the community

WINITIATIVES

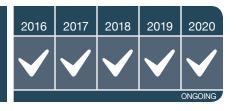
Evaluate renewal and continuation of the intergovernmental agreement with the City of Alpharetta for parks without borders.



Partner with a provider to establish programming at Providence Park.



Research new program offerings which might include activities not currently offered by Milton.



RELEVANT CAPITAL PROJECTS

Land Conservation

ONGOING

Greenspace Bond Initiative

Also contributes to the following goal(s):

O Preserve What Makes Milton Unique

2016

Sidewalk Construction and Repair

Also contributes to the following goal(s):

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

Also contributes to the following goal(s):

O Preserve What Makes Milton Unique

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

Park and Trail Expansion

Also contributes to the following goal(s):

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

ONGOING

Providence Park Enhancements

02

Conversion of Chadwick Landfill

02





STRATEGIC, EFFICIENT & **ENGAGED GOVERNMENT**

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





® OBJECTIVE

Streamline Processes



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)



SOURCE

Recognize future challenges or threats and plan for them today

WINITIATIVES

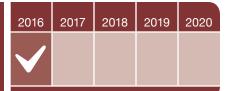
Implement Citizen Emergency Response Team (CERT) programs through various departments to streamline our emergency response capabilities.

2016	2017	2018	2019	2020
	~			

Identify appropriate staffing needs and make sound recommendations as needed.



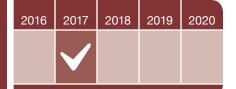
Establish a traffic safety stakeholder group to make recommendations to improve traffic safety.



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



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



Manage, maintain and improve mobility in Milton.





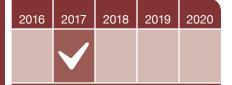
Improve the community's interactions with its government

WINITIATIVES

Establish 311 system for the creation of a simple, one-touch customer service system.

2016	2017	2018	2019	2020
	~			

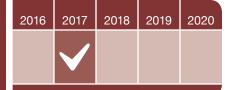
Explore a system where volunteers can find access to available opportunities to serve and services can find access to available volunteers.



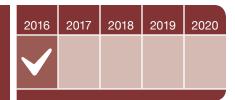
Implement youth programming through an Explorer Program in either (or both) the police and fire department.



Create a Community Risk Reduction (CRR) educational program in the fire department.



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.



OBJECTIVE

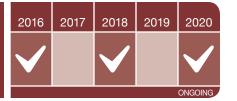
Maintain high morale among "Team Milton" by fostering professional and rewarding careers

WINITIATIVES

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.



RELEVANT CAPITAL PROJECTS

Police Facility

Also contributes to the following goal(s):

Build Community Connections

Live Fire Training Facility

SCBA Replacement 2020

Station 42 Replacement Bridge Replacement Program ONGOING

Crabapple NE Connector Rd

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):

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

Trail Connection to Big Creek Greenway

Also contributes to the following goal(s):

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

Mobile Traffic Control Center

Also contributes to the following goal(s):

Economic Development

Snow Plow

2016

Salt/Sand Spreader

2016

Park and Trail Expansion

Also contributes to the following goal(s):

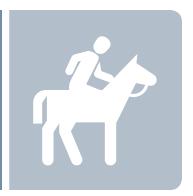
- Economic Development
- O Park & Recreation Enrichment
- O Preserve What Makes Milton Unique
- Build Community Connections

ONGOING



GOAL

PRESERVE WHAT MAKES MILTON UNIQUE



SOURCE

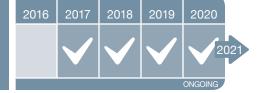
Safeguard historic landmarks, farms, woodlands, streams and open spaces

WINITIATIVES

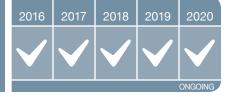
Reinvent the Historic Preservation Commission for the review and designation of historic properties.

2016	2017	2018	2019	2020

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



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



Create a formal feedback loop with the equestrian community.





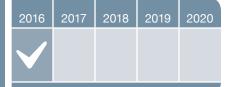
Address need for community greenspace

WINITIATIVES

Review the code of ordinances for desired enhancements that protect our rural character.



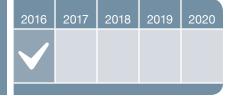
Review the potential of asking the public to consider a bond issue for conservation type purposes.



Establish and facilitate a working group charged to identify evaluation criteria for potential areas of land conservation or community greenspace.



Reflect greenspace needs within the updated comprehensive plan.



RELEVANT CAPITAL PROJECTS

Land Conservation ONGOING

Greenspace Bond Initiative

201

Gravel Road Maintenance ONGOING

Also contributes to the following goal(s):

O Park & Recreation Enrichment

Also contributes to the following goal(s):

O Park & Recreation Enrichment

Pavement Management

Also contributes to the following goal(s):

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

Sidewalk Construction and Repair

Also contributes to the following goal(s):

- Economic Development
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Build Community Connections

Trail Connection to Big Creek Greenway

Also contributes to the following goal(s):

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Park and Trail Expansion

Also contributes to the following goal(s):

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

Gateway Signage and Historic Markers

Also contributes to the following goal(s):

Build Community Connections

2019



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

RELEVANT CAPITAL PROJECTS

City Hall

2017

Police Facility

2019

Crabapple Streetscape

Also contributes to the following goal(s):

Economic Development

Also contributes to the following goal(s):

O Strategic, Efficient & Engaged Government

Also contributes to the following goal(s):

- Economic Development
- Build Community Connections

Pavement Management

Also contributes to the following goal(s):

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

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Gateway Signage and Historic Markers

Also contributes to the following goal(s):

• Preserve What Makes Milton Unique

2019

