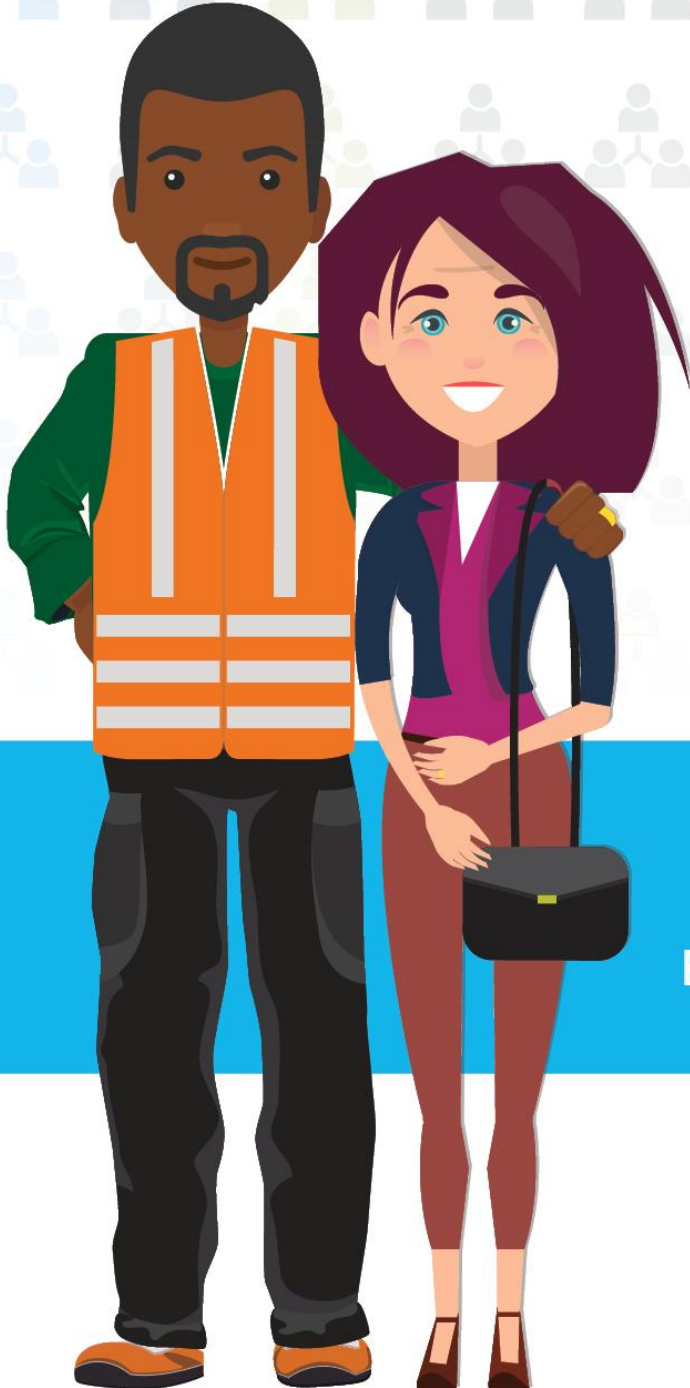




WE MAKE MILTON

Working in Milton
Big Questions:
Background & Information



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I. Introduction

The Working theme is one of four themes resulting from the vision for our New Official Plan. Working in Milton focuses on how people work in and around Milton. It looks at how our new Official Plan will implement key employment-related directions identified by stakeholders and various provincial, regional, and local policies. It will also consider the Town's Strategic Plan and Economic Development Strategy, as well as other aspects, including planning sustainability, community design and employment needs in urban and rural areas.



Figure 1. Official Plan Road Map for the Working in Milton Paper.

This paper will discuss land use planning matters related to how we work in Milton and how employment needs will be accomplished. The Working theme looks at how our new Official Plan will support employment for Miltonians while addressing current and future planning challenges, such as changing local and regional dynamics. This new planning vision will help people find meaningful jobs in Milton through a comprehensive land use and economic development approach.

A separate Working in Milton Big Questions section complements this document. The Big Questions Report looks at current provincial, regional, and local policies to address working opportunities and challenges. This Working in Milton, background reports will be used for our next engagement and consultation meeting with the community. In the context of our new planning vision, a robust strategy for creating sustainable employment land is anticipated to be planned for 2051.

II. A Brief History of Working in Milton

The first inhabitants of Ontario were members of the Indian Clovis culture, followed by the Archaic Indians. Their lifestyle was based on a hunting and gathering economy. The Milton area is the traditional home to the Haudenosaunee and Anishinaabe. By the late Woodland Period, 1,000 A.D. to 1615 A.D., the people of Southern Ontario became full-time farmers. When Europeans arrived in the 1600s, French traders allied with the Huron-Wendat. In the early 1700s, the Anishinaabe, including the Mississauga, began migrating to southwestern Ontario. Today, Indigenous residents make up 1 percent of Milton's population. Milton is on the traditional lands of the Mississaugas of the Credit, part of the Anishinaabe Nation that extends from the Niagara peninsula across Hamilton, Halton and Toronto to the Rouge River Valley.

In 1805, Mississauga chiefs and the Crown agreed to an amendment to Treaty 13, signing the deal in 1806 as Treaty 14. Also known as the Head of the Lake Purchase, Treaty 14 included most of

the land within Milton. The Ajetance Purchase (Treaty 19, 1818) consists of the northern part of Milton. In the years after each treaty, the land was surveyed into separate lots for farming. The cessation of Britain's war with the Americans and French (in Europe) saw an increased interest by the British in the land that was to become Canada. The years after 1814 saw thousands cross the Atlantic to start new lives. Most of the settlers in Halton were English, Irish, or Loyalists. More land was opened for settlement to provide these people with places to settle. After the first wheat crop was harvested, it was sent to be ground and often exported. Whether it appeared in the form of staves or barrels, lumber and wheat remained Halton's primary sources of revenue until the late 1800s. By 1820's, settlements grew and specialist shops like blacksmiths and tinsmiths opened, followed by taverns, churches and schools. English settler Jasper Martin built a gristmill on 16 Mile Creek in 1821, and Milton grew around it. Other villages grew nearby, including Campbellville.

By 1853, small manufacturing establishments began to appear. Several communities had foundries producing agricultural implements. Lime kilns went into production along the Niagara Escarpment. The villages of Milton Heights and Peru became the centres of industrial rather than farming communities. From the 1850s until 1877, a lumber mill and sawmill operated in the area.

The 1870s were years of economic depression in Canada. A decade later, lumber and wheat peaked as profitable enterprises, but the County had learned to diversify. Tourism, market gardening and fishing took on new importance. Increased centralization spelled near death for places like Omagh and Brookville. Nevertheless, the railway fueled industries after its opening in Milton in 1879. Early industry in Milton consisted of the Milton Pressed Brick Company, beginning in the 1880s, and the P.L. Robertson screw factory in 1908.



Figure 2. Working in Milton History.

Heritage Height was traditionally famous for quarrying and producing building materials such as lime, limestone and bricks, which started in the 1880s. These industries were of provincial significance and employed hundreds of people in the Milton Heights and Peru areas. In addition, the materials produced were used in many of the buildings in Milton and facilities throughout Ontario. These were substantial industrial operations for their time and attracted considerable immigration to Milton.

In the decade between 1970 and 1980, Milton was still a rural community with modest population growth, increasing from about 10,000 to 30,000. Between 1980 and 2000, development in Milton was frozen due to servicing capacity constraints. In short, Milton was based on a stream-based wastewater system and had maximized their Ministry of Environment allocations. As a result, the Town was denied expansion consideration for almost two decades. In 2000, the Town installed two large pipes connecting to Oakville; one for moving water in and one for transporting it back to the city for treatment.

With this new infrastructure, it became apparent to development experts that once a proper lake-based system was introduced, the bulk of economic growth would be in the Greater Toronto Area. Land availability has always been abundant, and because of Milton's relative location to Toronto's Pearson International Airport and Highways 401 and 403, explosive growth occurred. Geographically, Milton provides a corridor to and from Toronto

while offering direct passage routes to Buffalo or Windsor. Milton also contains the intersecting C.N. and C.P. rail lines, further enhancing the Town's capabilities to serve as a logistical warehouse depot.

On Nov. 22, 2021, the Canadian Transportation Agency (CTA) released its decision to approve C.N.'s application for railway line approval as part of C.N.'s proposed Milton intermodal facility. A \$250-million logistics hub is contemplated to be constructed next to its main rail line in Milton.

Today Milton continues to grow and cultivate our export clusters, bolster the start-up Ecosystem, build Milton as a premier destination for diverse talents and establish its brand as the preferred place to live, move, work and grow.

III. Working in Milton Today

A. Guiding Policies

The new Official Plan will help implement policies for Working in Milton guided by documents from provincial, regional and municipal governments and agencies. Each document plays its role in guiding how this happens in Milton. The Impact of these documents on Working in Milton is summarized in Table 1 below.

Table 1: Summary of Guiding Policies affecting Working in Milton.

<i>Provincial</i>
The Planning Act (2023) Consolidated
A Place to Grow: Growth Plan for Greater Golden Horseshoe, consolidated 2020
Greenbelt Plan, 2017
Niagara Escarpment Plan, consolidated April 2021
Provincial Policy Statement, 2020
Draft Provincial Policy Statement, 2023
<i>Regional</i>
Region of Halton Official Plan, Interim Office Consolidation of the Regional Official Plan November 4, 2022
Halton Region Employment Survey 2021
<i>Local</i>
Milton Official Plan Office Consolidation March 2023
Milton Economic Development Strategy 2022-2026
2017 Milton Land Base Analysis
November 2022 Statistic Canada Census of Population Data

B. Existing Employment Statistic

Source: Council Memo Dec, 2022 Census of Population.

Milton sits at the center of the GTA West labour pool (Peel and Halton Region), which as of 2017, totalled over 1,162,000 workers and represented approximately 35% of the GTHA's total labour force. Milton is a dynamic, modern, innovative urban centre with a growing population of nearly 130,000 and a highly-skilled labour force of 62,635 people. Set against the backdrop of the Niagara Escarpment within the Halton Region, Milton is well-situated at the center of one of Canada's most significant technology clusters, the Ontario Innovation Corridor. Milton's knowledge-based job growth has consistently exceeded the provincial average since 2011. Part of its appeal is its location at the centre of the second-largest technology cluster in North America. ⁱ

1. Milton Workforce

Milton is home to one of Ontario's most educated workforces. Located at the center of Canada's largest technology cluster, Milton attracts high-achievers in knowledge and technology-based fields. Active and engaged, they seek highly competitive positions and networking opportunities with top-tier employers.

Milton, Ontario's workforce comprises young, passionate, STEM-educated individuals and is home to one of Ontario's most educated workforces. The STEM-educated individuals comprise 27.5% of people in Milton aged 25 to 64 with a postsecondary certificate, diploma or degree in this field. Engineering and engineering technology was the largest sub-category at 12.8%. Across Halton Region, Milton surpasses in the fields of science and technology, engineering, and healthcare. ⁱⁱ

Figure 3. Milton's education statistics.

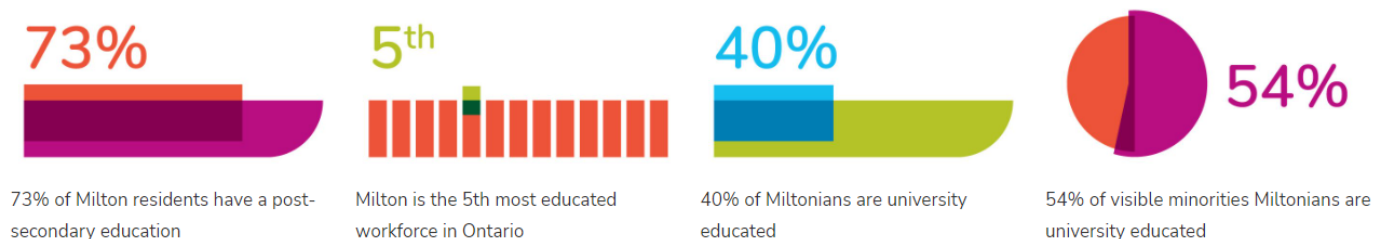


Table 2: Labour Force by class of workers and broad age groups, Milton, 2021.

NUMBER OF WORKERS				
	15-24	25-64	75 and over	TOTAL
Total Labour Force	5,905	54,770	1,955	62,635

Source: Statistic Canadian Census, 2021.

2. Employment and Unemployment Rate

In 2021, Milton had an employment participation rate of 71.1% and an employment rate of 63% - ranked the highest among Halton Region. However, Milton's employment rates have dropped since 2016, while unemployment rates have increased, which can be attributed to the lay-offs and shutdowns during the COVID-19 pandemic. Interestingly, the 65 and over age groups have experienced a significant increase in unemployment rates. This may result from early retirement due to the employment impacts of the pandemic.

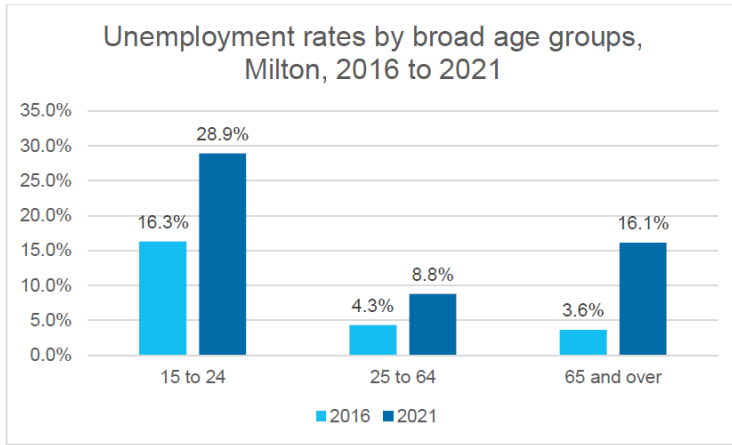


Figure 4. Milton Unemployment Rate 2016 & 2021.

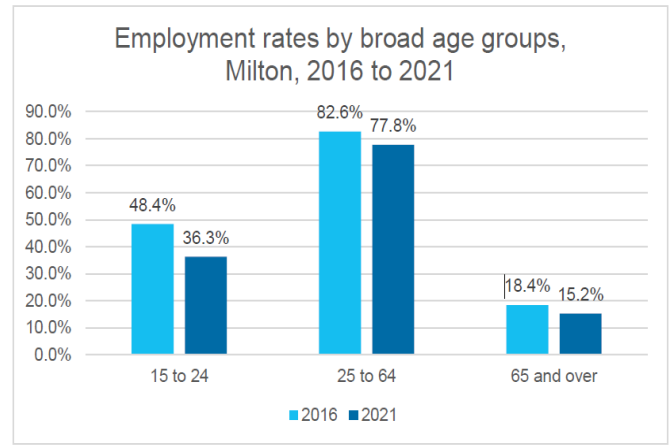


Figure 5. Milton Employment Rate 2015 & 2021.

a) Reasons why Milton residents did not work during 2020.

The graphs below feature the main reasons why Milton residents did not work during 2020.

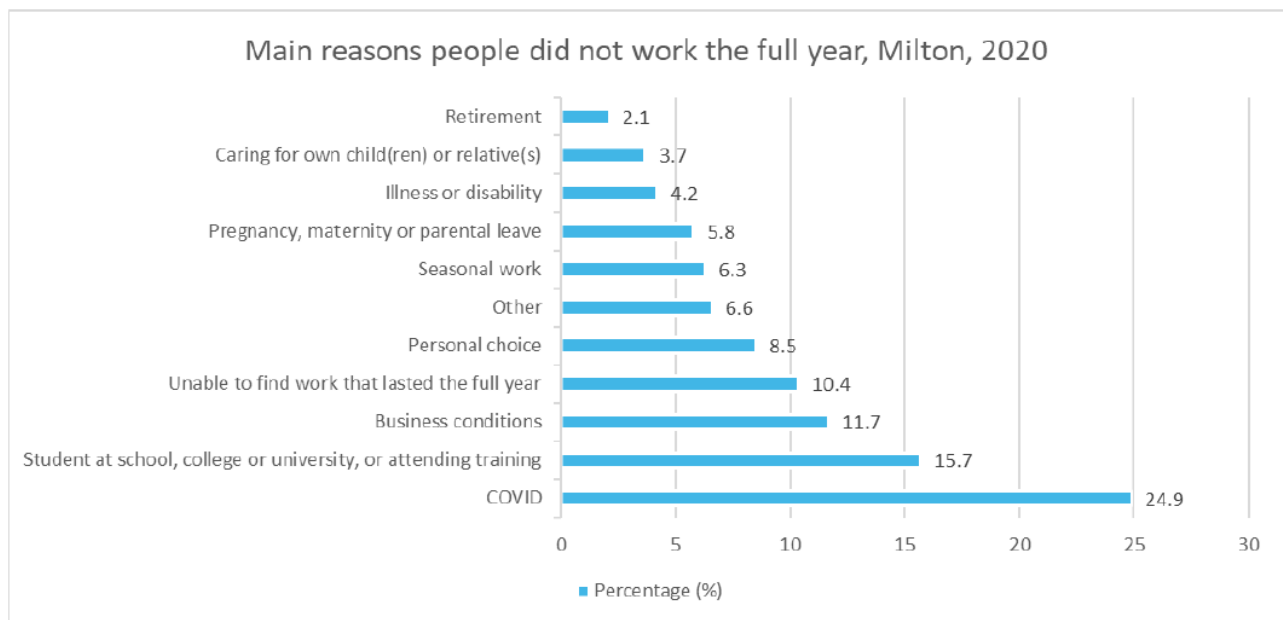


Figure 6. Reasons for not working in 2020.

3. Milton Businesses

Milton is home to over 3,500 businesses. Nearly 70% of businesses have fewer than five employees, which points to Milton's thriving entrepreneurial community.

Table 4 below illustrates Milton's class of workers, with 14.6% of the employed labour force being self-employed, a 3.8% increase since 2016. ⁱⁱⁱ

Table 3: Milton's Class of Worker.

Class of Worker	Total							
	Count	%	Count	%	Count	%	Count	%

Total employed labour force	62,635	100	5,905	100	54,770	100	1,955	100
Employee	53,485	85.4	5,615	95.0	46,635	85.1	1,235	63.2
Self-employed (incorporated and unincorporated)	9,150	14.6	290	4.9	8,140	14.9	720	36.8

Source: 2021 Census.

4. Employment by Industry

Milton is home to a variety of industries. Milton can play to its strengths by supporting its large and many small businesses in established clusters such as Professional, Scientific, and Technical Services (PSTS); Green Innovation; Advanced Manufacturing; and Transportation and Logistics clusters. These sectors provide jobs up and down the income and education spectrum, meaning their growth can contribute to social equity and upward mobility.

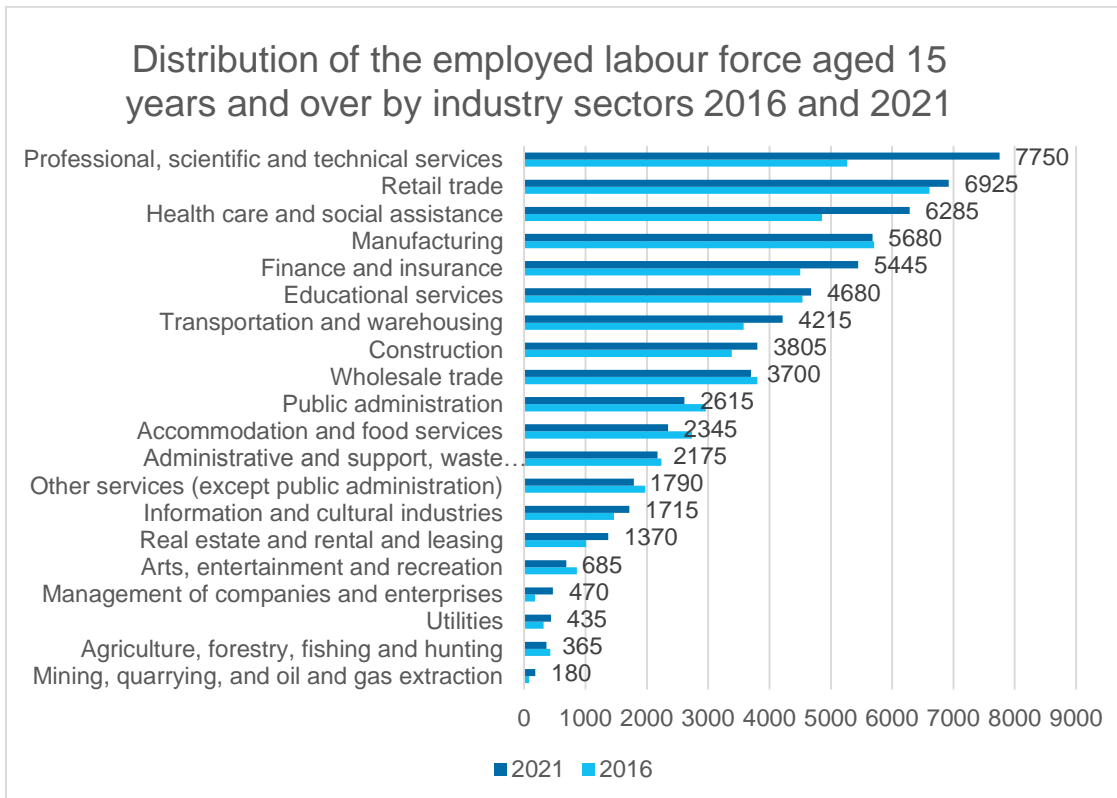
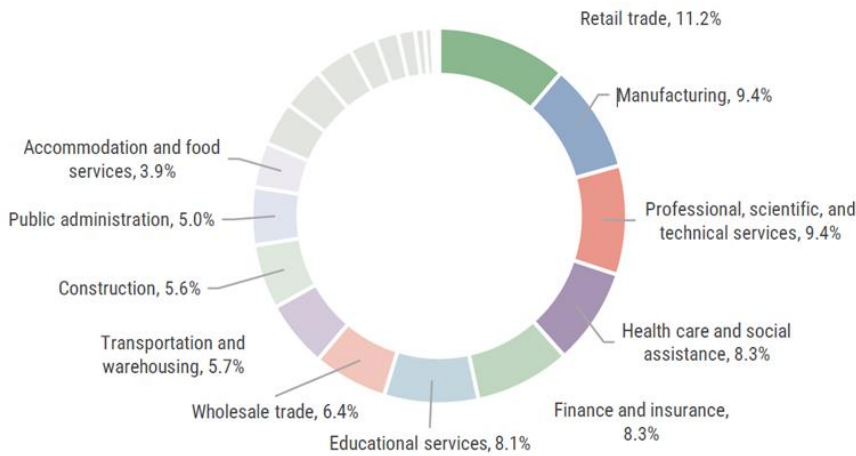


Figure 7. Employed Labour Force by industry 2016 and 2021. Source: Statistic Canada Census, 2021.

a) Major Industries in Milton

Retail trade, manufacturing, and professional services are Milton residents' three largest employment industries. These four industries employ almost a third (30.0%) of Milton residents.

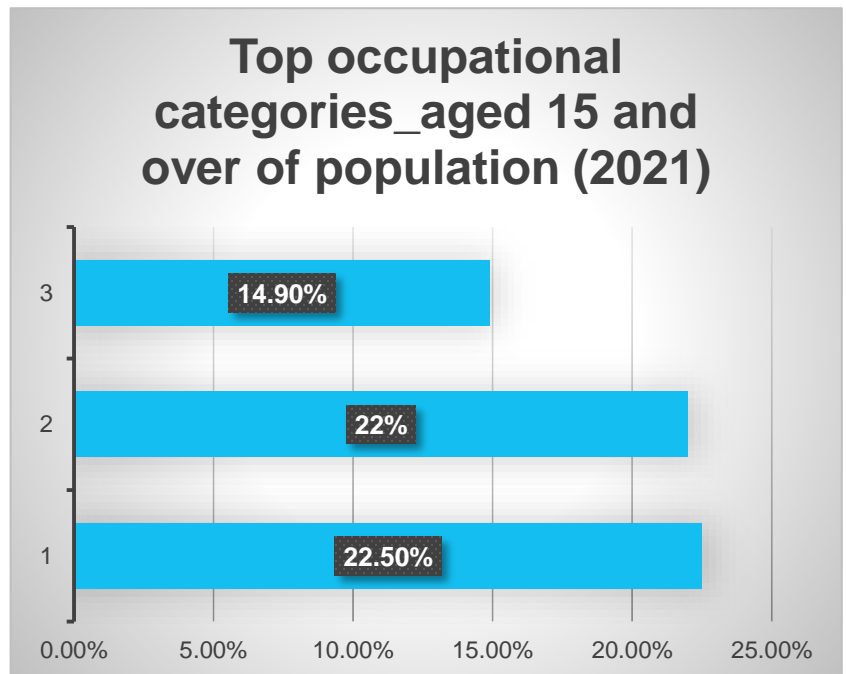
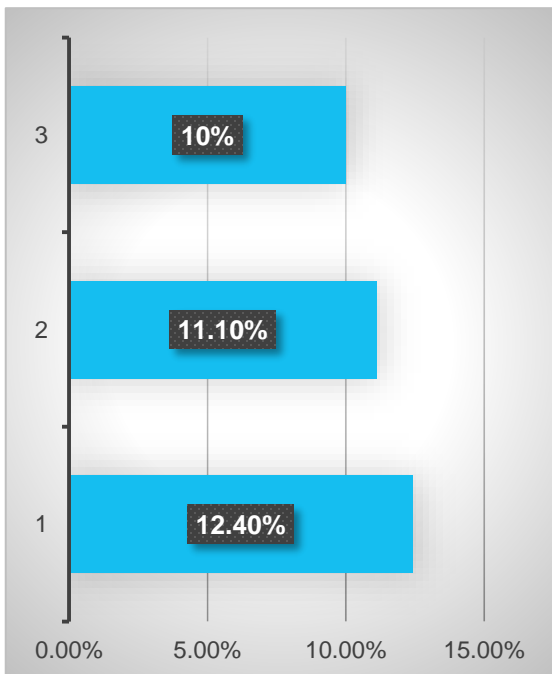
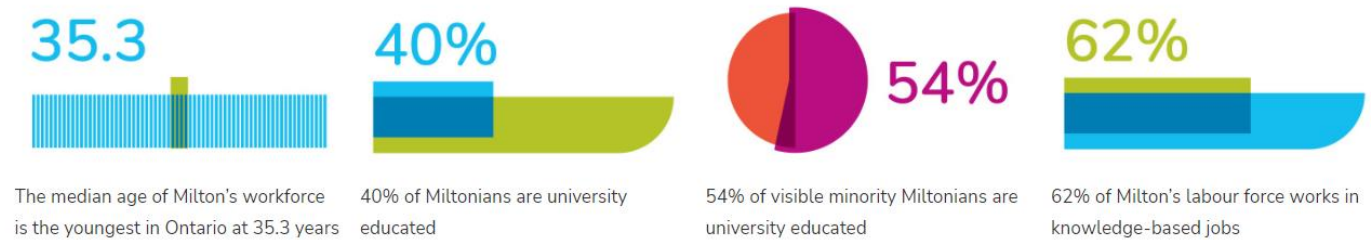
Figure 8. Major Industries in Milton.



894 businesses operating in 2020 were identified as closed in 2021, while 847 businesses were newly identified in 2021, resulting in a net decrease of 47 businesses between 2020 and 2021.

Professional, Scientific and Technical Services employed labour force in Milton has significantly increased since 2016 by 3.1% (2,480 people).

Figure 9. Workforce statistics in Milton.



Figures 10 and 11. Graphs representing Milton's industry and occupation data.

5. Female Labour Force

Milton and Halton Hills are tied for the largest female workforce among comparable communities. Milton has a female workforce participation rate of 66.1% and a 57.2% employment rate. However, while Milton and Halton Hills may be tied, Milton has more than double the female

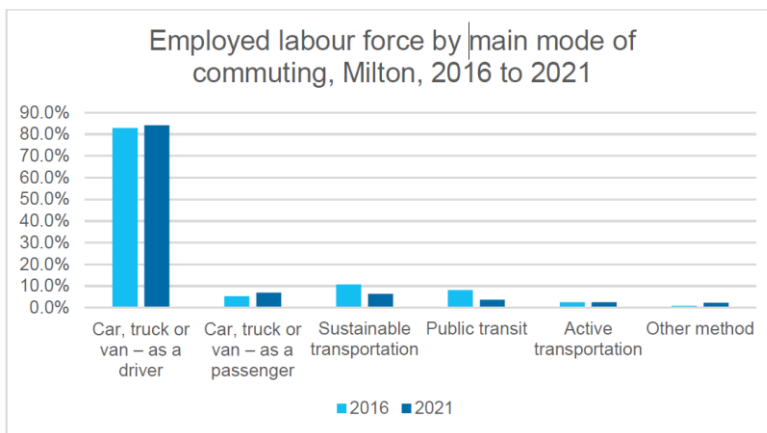
population of 44,120 versus 21,180 women within Halton Hills in the working population cohort of 15 to 64 years. This makes Milton all the more impressive when attracting young, talented females to the local labour market.

6. Commuting

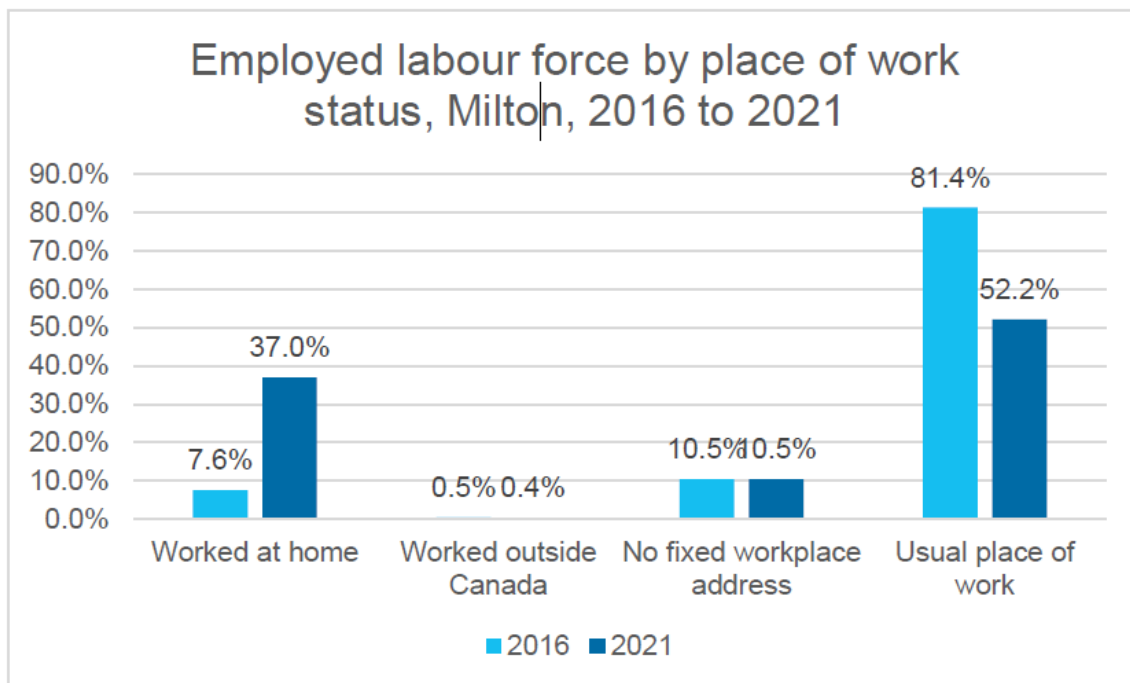
Most Miltonians leave for work between 7 am and 7:59 am (23.6%). In addition, 91.2% of Milton residents commute by car, truck or van. In addition, the average commuting duration for the employed labour force has decreased by 5.7 minutes to an average period of 29.3 minutes since 2016. This decrease in average commute time is a pattern across Halton region municipalities.

Thirty percent of women commute less than 15 minutes versus 18.9% of men. Alternatively, 6.7% more men than women will drive 30 to 40 minutes to work. This tells us that more Milton women stay within Milton to work, and the male population commutes outside the municipality for work.

In addition, since 2016, a more significant portion of women have left for work between 8 am and 8:59 am, another indication that women are staying closer to home for work.



“A large portion of Milton residents rely on Go transit to commute to and from work, and this highlights the need for Metrolinx and residents to be part of Town planning processes.”



Figures 12 and 13. Employed labour force data.

7. Commuting Destination

Of the 32,670 labour force with a commuting destination:

- 47.8% commute outside of Halton Region, within Ontario.
- 38.2% commute within Milton.
- 13.8% commute outside of Milton but within the Halton Region.
- 0.2% commute outside of the province.
- Since 2016, there are 13,305 fewer people (15 years and older) commuting to a usual place of work, which can be a result of increased work flexibility and the large portion of knowledge-based jobs (professional, scientific, and technical services) in Milton that typically offer this type of flexibility.
- 11.4% more people have been commuting within Milton since 2016.
- 11.8% decrease in commuters travelling outside Halton Region for work, meaning Milton has successfully provided workforce opportunities to retain its educated talent..

8. Place of Work

Flexible place-of-work options have emerged over recent years due to the COVID-19 pandemic. In 2021, 37% of Milton residents worked from home (an increase of 29.4% since 2016), while 52.2% continued to work at their usual place of work (a decrease of 29.2% since 2016).

40.3% of women work from home versus 34.1% of men.

Milton and comparators show a trend of a larger portion of women working from home compared to men. This is an essential factor to consider when advertising flexible office space. Additionally, female employees will be more likely to search for employment opportunities that offer work-from-home/hybrid environments.

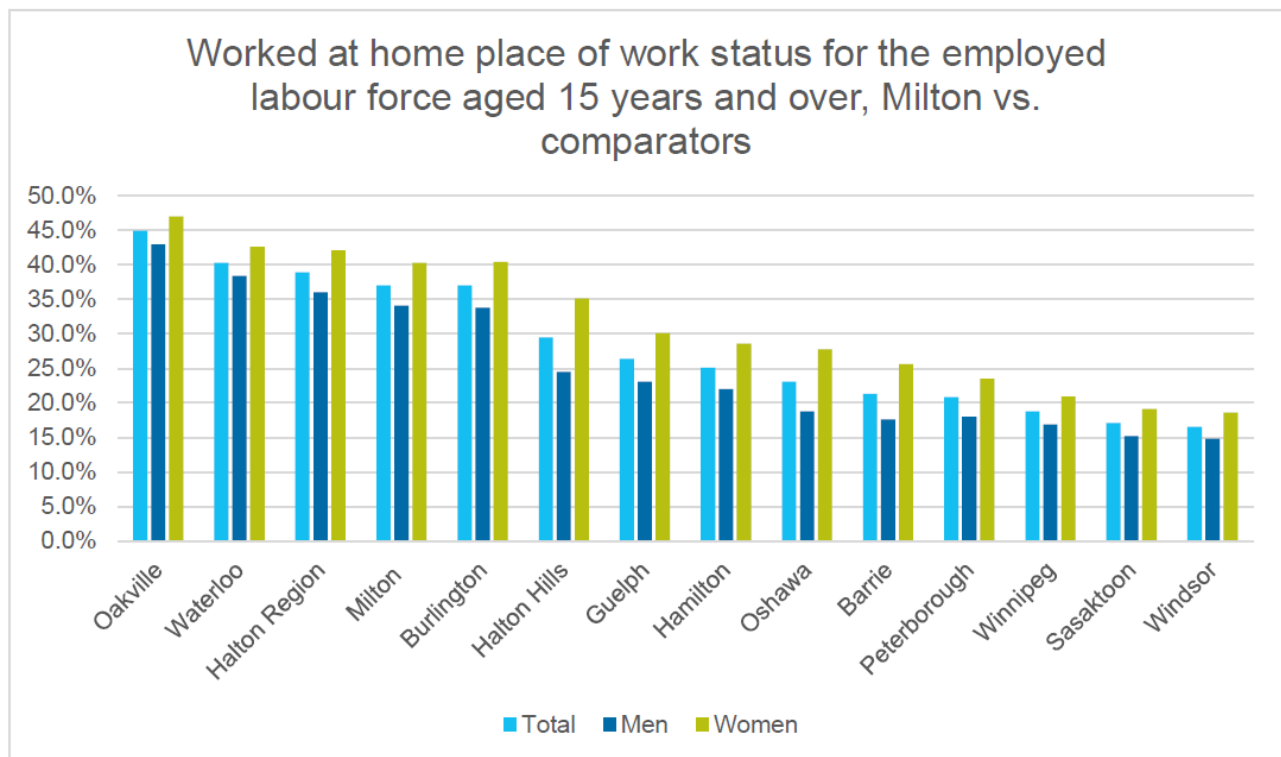


Figure 14. Graph showing employed labour force 15 years and over.

9. Language of Work

- 99.3% of Milton workers regularly use English at work.
- 2.1% of Milton workers regularly use French at work.
- 4.5% of Milton workers regularly use a language other than English or French at work.

- 5.9% of Milton workers regularly use more than one language at work.

As Halton has attracted new and expanding companies, there has been an increased demand for Halton’s highly-skilled labour force. In 2019, Halton had a 4.1 percent unemployment rate– well below the provincial and national averages of 5.6 percent and 5.7 percent, respectively. Results from the 2019 Employment Survey show that the majority (15.2 percent) of jobs in Halton are in the manufacturing sector. In 2019, job opportunities continued to open up across the region, with the 2019 Business Conditions Survey indicating that one-third of businesses had hired additional staff over the past 12 months.

C. Existing Employment Land Supply

“What are Employment Lands?”

Employment lands are generally considered to be any area designated in an Official Plan for business and economic activities. Traditionally, activities in employment areas include: Manufacturing. Warehousing. Offices and associated retail and ancillary uses.”
Source

The Town of Milton's employment land supply consists of existing designated and built-out lands, planned employment areas (within Greenfield areas) and Future Strategic Employment Areas. The amount of employment supply land (2015) is shown in the Table below. These figures will be updated upon completion of the Housing and Non-Residential Needs Analysis Study.

Table 4: Amount of Employment Land.

Type	Net hectares	Net Acres
Developed Employment lands	668	1,650
Developable, designated vacant Employment lands	462	1,142
Future Strategic Employment Area	1,400	3,460

D. Characteristic of Milton Existing Employment Area

1. Urban Employment Areas

Milton Employment Areas currently provide a mix of employment uses, including industrial and manufacturing uses, as well as warehouses, offices, and other associated retail and ancillary facilities. Existing Employment Areas are generally located along the Provincial Highways 401 and 407.

An Employment Mixed Use Corridor is an Employment Area in which a broader range of employment uses may be permitted to support the employment area's function as a strategic growth area.

Development in the Employment Areas continues to reflect an evolving Town-wide focus on industrial and manufacturing growth and increased demand in the office sector. As a result, Employment Areas are planned to accommodate a more compact, transit-supportive and pedestrian-oriented environment with many employment-supportive amenities.

A distribution analysis of the employment opportunities in Milton indicates that the most significant sector is in manufacturing and retail trade. However, services also accounted for a large share, including government, education, health and social services, accommodation and other service activities.

Employment Area

Areas designated in an official plan for clusters of business and economic activities including, but not limited to, manufacturing, warehousing, offices, and associated retail and ancillary facilities. (PPS, 2020)

a) 401 Business Area

The Milton 401 Industrial and Business Park Extension lands are located northeast of the Milton 401 Industrial and Business Park area. The lands are bounded by James Snow Parkway, 5 Side Road, C.N. rail corridor and natural features near Esqueusing Line. These lands are most marketable for distribution/logistics, transportation, multitenant industrial condos and advanced manufacturing. The lands are part of a larger contiguous Employment Area - the Milton 401 Industrial and Business Park, which has a critical mass, has been highly successful and can build on the development activity and success of the existing park. The lands have excellent access to Highway 401 via James Snow Parkway. Approximately 30% of the developable lands in the serviced business park are currently vacant.

The 401 Industrial/Business Park was expanded in 2021 to include the North Porta land. These lands are part of an area-specific master plan being completed by Orlando Corporation, which will establish developable areas and is subject to environmental and servicing studies.

An Employment Area

conversion means re-designating lands in an Employment Area to permit non-employment uses, such as residential, major retail or mixed uses (ROPA 49).

b) Derry Green Business Park

The Derry Green Corporate Business Park encompasses unbuilt employment lands south of Highway 401 between James Snow Parkway and Sixth Line and extending down towards Britannia Road. Within the park, 423 net ha (1,045 net acres) are designated primarily as Business Parks with a pocket of an area designated as industrial. While the park is expected to accommodate most of the Town's employment land development over the medium term, development within the park is fragmented by the natural heritage system that transects many of the land parcels. The park also contains "street-oriented areas" along the eastern edge of James Snow Parkway and Derry Road.

Development in Derry Green Business Park is underway. The employment area will accommodate a mix of businesses, including innovative logistics and advanced manufacturing and distribution facilities, while providing much-needed opportunities for smaller, flexible order office units. Derry Green has over 2,000 acres of shovel-ready employment land for businesses looking to expand or relocate to a growing urban centre centrally located along one of Canada's most sophisticated transportation corridors.

c) Major Transit Station Area

A comprehensive study of Milton's downtown mobility hub is completed. The study identified opportunities to improve connections to local and cross-regional transit with enhancements in this area. Milton is planning for the area surrounding the GO Transit station to be pedestrian-friendly with seamless integration into Milton's downtown core. It will feature connections between the transit station, walkways and pathways to improve access to public transit. In addition, the area will accommodate mixed-use and high-density residential and office development.

ROPA 48 updated the Regional Official Plan by delineating Major Transit Station Areas to ensure conformity with the Growth Plan 2020 and to provide direction for Local Municipalities to implement area-specific plans for identified Strategic Growth Areas. In Milton this will include the Milton GO UGC/MTSA.

d) Trafalgar

The Trafalgar/Derry Lands, however, is also strategically positioned to offer an environment with higher order transit, which can provide for a higher intensity of employment land uses and a complete employment area with a focus around the potential G.O. station. Similar nodes have been planned and are now being developed in and around other G.O. stations across the G.T.H.A. While a diverse community could take several years to develop, planned opportunities and infrastructure investment could provide the conditions for a higher-density office cluster at this higher-order transit hub. This location is also unique because it has multi-directional highway capacity and a potential G.O. transit station to serve the area. In addition, it is the closest employment node in Milton and Halton Region to the Lester B. Pearson International Airport.

Situated at the confluence of the 400-series highways, coupled with the transit planned by Metrolinx/G.O. Transit and Halton Region for Trafalgar Road, this location now offers Milton and Halton Region the opportunity to compete in the growing airport-driven employment market migrating westward along Highway 401 corridor. In addition, the transit-supported potential of these lands offers superior locational advantages for future growth.

As per ROPA 29, the minimum density target for the Downtown Milton/Milton Go area is 300 residents and jobs per hectare, and Milton-Trafalgar GO is 150 residents and jobs per hectare.

e) Agerton

The Agerton site, located along Trafalgar Road east of the 401, is envisioned for a mixed-use employment and higher-density residential community adjacent to Milton's second proposed major transit station area, intended to accommodate a new GO Transit station.

f) Britannia

The draft Britannia Secondary Plan is estimated to accommodate a population of approximately 46,450 residents housed in 14,670 dwelling units, with a total employment potential of 10,730 population-related jobs. In general, Population Related Employment typically consists of retail trade, education, arts and culture, accommodation and food services and other services (excluding

public administration). The Plan will achieve an overall density target of 60 residents and jobs combined per hectare.^{iv}

g) Milton Education Village

The Milton Education Village is Milton's vision for a comprehensively planned, complete urban neighbourhood, integrating post-secondary education, residential, commercial employment and recreational uses. The 400-acre site is south of Derry Road, west of Tremaine Road and north of Britannia Road, adjacent to the Niagara Escarpment. The site is intended to integrate leading academic institutions with outdoor recreational opportunities along the Niagara Escarpment and provide residents with flexible office spaces, prestige offices, state-of-the-art research and design facilities and environmentally-conscious urban design.

The Milton Education Village (MEV) employment lands include a proposed site for a university satellite campus and colleges. The area has the potential to create a culture of innovation and build synergies between employment uses and the proposed post-secondary institutions. Further, it offers the potential to provide high-quality employment opportunities in southwest Milton, which traditionally has had limited employment opportunities.

The MEV caters to a complete, compact employment area/innovation district. This area can strategically become a specialized employment node, and leverage increased employment densities through a land use policy context that provides performance targets to achieve increased employment. MEV will support a complete employment area with a balance of institutional, offices and supportive residential uses.

2. Rural Employment Areas

a) North West Milton_ Nassagaweya

Predominantly rural in nature, it is comprised of protected conservation areas such as Mountsberg Conservation Area, Kelso Conservation Area and Hilton Falls Conservation Area. The Southwestern part of the Town formed part of the Niagara Escarpment Commission Lands. It is home to better-known farms such as Chudleigh's Entertainment Farm, Andrew Scenic Acres and Mohawk Casino which currently employs approximately 268 people.

Communities within this area include: Campbellville, Brookville, Moffat and Haltonville. The remaining areas are mostly conservation areas with better-known provincial parks such as Rattle Snake Point, Crawford Lake Conservation Area, and Mount Nemo Conservation Area. Some better-known farms in this area are Springridge Farm and Stonehaven Farm Market.

b) Southwest Milton_ Nelson

Lands immediately to the south of the MEV offer comparable longer-term development opportunities. Given its locational attributes, the area is well suited for prestige employment uses, including office development to accommodate research and development, professional and technical services and advanced manufacturing. This area is also planned to serve and support the MEV. Maximizing employment opportunities on these lands will be important given the commitment to infrastructure and servicing planned for the area.

CN, which owns the majority of the lands within the area, is proposing the development of a large intermodal facility on a 177 gross ha site, comprised mainly of future employment land. The area is bounded by Britannia Road to the north, First Line to the east, Tremaine Road to the west, and 2nd Side Road to the south.

The Halton Municipalities oppose CN proceeding with the truck-rail hub in Milton. The main reason is because of the significant impacts to human health. The Halton Municipalities have three court proceedings underway.

1. An appeal of a decision of the Ontario Superior Court of Justice.
2. An application for a Federal Judicial Review that seeks to overturn the decision by the Federal Minister and Cabinet to approve CN's project on the grounds that Cabinet was not given key information about the impacts of CN's proposed project on human health.
3. An appeal of the Canadian Transportation Agency's decision to approve CN's application for railway lines as part of its proposed project.

E. Retail/Commercial/Mixed Use Employment Areas

A new Housing and Non-Residential Needs Analysis Study is being procured, and its findings will update this section of the background.

The Town's retail and commercial structure is established by land use designations which permit a range of retail and service commercial uses. The existing Milton OP directs that retail and service commercial uses are permitted within the following designations.

- *Central Business District ("CBD");*
- *Commercial Area;*
- *Major Commercial Centre;*
- *Secondary Mixed Use Nodes; and,*
- *Local Commercial.*

A limited amount of retail and service commercial space is also permitted within:

- *Residential Areas;*
- *Employment Areas; and,*
- *Institutional Areas.*

Table 5: Town of Milton Retail and Commercial Space (sf) v.

	Central Business District	Other Milton											Total Milton
		Milton Crossroads & RioCan Centre	Steeles Ave. & Martin St.	Bronte St., Just North of Derry to Heslop Rd.	Derry Heights Plaza Area	Derry Rd. & Scott Blvd.	Derry Rd. & Ontario St.	Other Derry Rd.	Kennedy Circle	Milton Market Place	Other Urban Milton	Rural Milton	
Node	1	2	3	4	5	6	7	8	9	10	11	12	
Supermarket and Grocery	150,000	38,000	0	10,000	0	30,000	45,000	0	53,800	59,300	0	0	386,100
Convenience and Specialty	29,700	0	12,700	6,300	0	0	14,400	8,200	0	0	12,900	14,400	98,600
Total Food Store Space	179,700	38,000	12,700	16,300	0	30,000	59,400	8,200	53,800	59,300	12,900	14,400	484,700
Department Stores	0	180,000	0	0	0	0	0	0	0	0	0	0	180,000
Other General Merchandise	26,300	115,100	33,300	0	0	0	0	0	3,900	0	0	1,800	180,400
Clothing, Shoes, etc.	63,000	57,600	0	0	0	0	0	14,400	0	1,500	0	0	136,500
Furniture, Furnishings, etc.	56,200	69,100	12,000	0	0	0	3,300	6,400	0	0	0	5,000	152,000
Pharmacies, Personal Care	50,400	22,500	0	8,700	22,000	12,400	4,000	4,500	18,700	900	3,700	2,400	150,200
Building and Outdoor Home	161,400	90,000	25,000	10,000	0	0	0	0	3,200	0	0	60,500	350,100
Miscellaneous Retailers	81,700	112,000	25,300	3,200	0	0	3,500	1,600	3,000	3,000	6,500	8,300	248,100
Total Non-Food Store	439,000	646,300	95,600	21,900	22,000	12,400	10,800	26,900	28,800	5,400	10,200	78,000	1,397,300
Liquor, Beer and Wine	23,000	5,800	0	0	0	0	0	0	0	18,600	0	0	47,400
Food Services	135,700	50,100	63,600	7,200	14,000	5,000	29,600	27,500	7,000	3,500	33,200	18,800	395,200
Personal Services	53,300	7,400	2,000	9,900	1,900	0	4,200	28,900	3,100	2,200	4,100	2,100	119,100
Financial and Real Estate	63,300	26,900	12,900	21,100	14,500	9,000	3,700	9,600	5,100	15,300	4,000	2,200	187,600
Medical, Dental, Legal, etc	72,600	12,100	11,500	65,900	13,500	3,000	15,400	18,100	9,000	3,600	15,700	1,200	241,600
Other Services and Other	298,900	116,700	137,700	103,900	54,200	5,700	35,200	6,900	6,700	0	73,700	8,000	847,600
Total Services and Other	646,800	219,000	227,700	208,000	98,100	22,700	88,100	91,000	30,900	43,200	130,700	32,300	1,838,500
Total Occupied Space	1,265,500	903,300	336,000	246,200	120,100	65,100	158,300	126,100	113,500	107,900	153,800	124,700	3,720,500
Total Vacant Space	32,300	17,800	10,600	3,600	1,400	0	900	5,500	1,100	0	17,000	14,300	104,500
Total Measured Space	1,297,800	921,100	346,600	249,800	121,500	65,100	159,200	131,600	114,600	107,900	170,800	139,000	3,825,000

A large share of employment growth within the 2017 Land Base Analysis Study Area is focused on retail and personal service uses to support local population growth. However, steady employment growth in the industrial sector, primarily prestige industrial, is also anticipated within designated employment areas.

A portion of the Town-wide demand for standalone, multi-tenant office space is anticipated to be accommodated within mixed use nodes and existing and future employment areas. Within these lands, market demand for office space is expected to be strongest within mixed-use environments that are planned in transit-supportive and pedestrian-oriented settings with access to amenities, entertainment, cultural activities and public spaces. As identified in the 2016 Employment Lands Needs Assessment Study, the Town of Milton has an opportunity to expand the potential for employment within designated areas yet to be planned. Following the recommendations of the 2016 Employment Land Needs Assessment Study, the Agerton Employment Secondary Plan Area has created a mixed-use node inclusive of employment uses. The locational attributes of this area (i.e. Proximity to Hwy. 401/407) and its connection to a potential GO Station can support the development of such a concept. In addition, the existing and planned assets that characterize this area can foster economic advantages and attract knowledge-based-sector jobs seeking locations with community-based support.

Commercial uses are required to support residents' daily shopping needs in new community and employment areas. The 2017 Land Base Analysis (LBA) Study indicated that Commercial/Retail land requirements are estimated at approximately 2%, which anticipates the minimum area required for standalone local commercial land and assumes additional retail and commercial requirements will be provided in a mixed-use format in transit-supportive community areas and prestige employment areas. However, this will need to be confirmed in a future study and as part of the Secondary Plan process.

Planning Considerations for an Evolving Retail/Commercial Market

There is a need to support the retail/commercial and office sector and its role in Downtown Milton, MTSA, MEV, major nodal areas and the Hamlet. Other considerations are:

- In mixed-use buildings, retail and commercial uses that allow for a "store-front" presence should be encouraged to locate on the ground floor.
- Within the Employment Area designation at the north-west corner of James Snow Parkway and Highway 401 may be used for the development of regional and sub-regional uses and may include; a department store, food store and commercial retail stores of more than 2,750 square meters, subject to a market impact analysis and peer review findings at the time of a Zoning By-law amendment application for these lands.
- The applicant demonstrates that the proposed use cannot be located in the Central Business District in a manner compatible with the type and distribution of retail shops within the CBD area except where uses are expressly permitted.
- Service commercial uses, office, wholesale and retail functions directly related to the industry;

The anticipated population growth of Milton will continue to drive demand for new local serving retail, as consumers want to avoid travelling far to buy these products. In addition, as new residential developments are built, local serving retail will follow closely. Accommodating local serving retail uses that contribute towards building walkable communities should be a key objective in planning for intensification and Greenfield areas. Other retail uses that are more regional serving (e.g., general merchandise, apparel, furniture and electronics) are more likely to be drawn to auto-oriented areas due to the large trade area requirements to support store sales.

E-commerce and automation of retail stores are anticipated to impact the function of "brick and mortar" retail stores, blurring the lines between warehousing and retail. As a result, planning for retail uses will require a need to focus on the type of use and a review of any secondary functions such as warehousing.

IV. The Future of Working in Milton

PS: A new Housing and Non-Residential Needs Analysis Study is being procured, and its findings will update this section of the background.

A. Land Base Analysis

The last land base study was completed in 2017 with subsequent updates through the various new secondary plans with Britannia Secondary plan being the latest. The findings of the analysis determined the Urban Expansion Area lands, totaling approximately 1,640 hectares of developable area, must plan to achieve an overall density target of 62 residents and jobs combined per hectare. This assumes the achievement of 70 people and jobs per hectare on Community Area lands (Trafalgar and Britannia) and 26 jobs per hectare on Employment Area lands (Agerton). The Urban Expansion Area lands were forecast to accommodate 80,000 people and 22,000 combined jobs in both the Community and Employment Areas.

Table 6: Estimated Population and Employment Forecasts for Milton's to 2031.

<i>Area</i>	<i>People</i>	<i>People Related Jobs</i>	<i>Employment Related Jobs</i>	<i>Total People & Jobs</i>	<i>Density</i>
<i>Boyne Survey</i>	<i>54,000</i>	<i>8,000</i>	<i>-</i>	<i>62,000</i>	<i>78</i>
<i>Bristol Survey</i>	<i>18,000</i>	<i>3,000</i>	<i>-</i>	<i>21,000</i>	<i>80</i>

<i>Sherwood Survey</i>	39,000	6,000	-	45,000	69
<i>Derry Green Corporate Business Park</i>	-	-	13,000	13,000	26
<i>401 Industrial and Business Park</i>	-	-	7,000	7,000	26
<i>Milton Education Village</i>	6,000	1,000	4,000	11,000	73
<i>401 Industrial and Business Park</i>	-	-	3,000	3,000	26
<i>Southwest Milton Employment Area</i>	-	-	7,000	7,000	26
<i>* Britannia SPA</i>	46,100	-	8,300	54,400	60
<i>* Trafalgar</i>	26,000	-	4,000	30,000	62
<i>* Agerton</i>	6,800	-	15,000	21,800	74

Source:

- *Malone Given Parsons, 2017 Land Base Analysis Table 21: Preliminary Population and Employment Forecasts for Milton's Designated Greenfield Areas. Table 25: Estimated Unit Yield, Population, Jobs and Density by Secondary Plan Area*
- ** Malone Given Parsons, Britannia Secondary Plan Planning Policy Directives Report Table 1: Excerpt of HROP, Table 2a - Growth Phasing to 2031 for the Town of Milton, Table 3: LBA Growth Assumptions Comparison by Secondary Plan Area*

B. Future Employment Land Needs

In October 2016, MHBC and Watson & Associates Economists Ltd. prepared an Employment Land Needs Assessment Study to evaluate the Town of Milton's planning framework and employment land needs for the 2041 planning horizon. The study was intended to guide urban employment lands' designation and future development.

The study found that over the 2016 to 2031 planning horizon, Milton is forecast to add approximately 27,745 jobs on employment lands, of which 26,360 needs to be accommodated on vacant employment lands, resulting in a total employment land demand of 892 net hectares (2,203 net acres).

The Land Base analysis also identified a high-level community structure plan. It delineated three Secondary Plan Areas: The Agerton Employment Secondary Plan Area, the Trafalgar Corridor Secondary Plan Area, and the Britannia East/West Secondary Plan Area. These areas will provide most of the new growth to achieve the 2031 forecast of 238,000 residents and 114,000 jobs. Milton Council adopted the Trafalgar Secondary Plan on March 25, 2019, and is now with Halton Region for the Regional approval process. Milton Council endorsed the Agerton Secondary Plan Preferred Land Use Concept and Secondary Plan Framework in principle on March 25, 2019, as input into the Regional Municipal Comprehensive Review. The Town initiated the Britannia Secondary Plan process in June 2020. A Planning Policy Directives Report was completed in June 2022 as a support background document for the draft Britannia Secondary Plan presented to Council in July 2022.

Table 7: Town of Milton Employment Land Demand Forecast 2016-2041.

<i>Growth Period</i>	<i>Total Employment on Employment Lands</i>	<i>Intensification on Employment Lands</i>	<i>Total Employment on Employment Lands Adjusted for Intensification</i>	<i>Employment Density (jobs/net ha)</i>	<i>Total Employment Land Demand (net ha)</i>	<i>Annual Employment Absorption (net ha)</i>
<i>2016-2021</i>	<i>4,200</i>	<i>210</i>	<i>3,990</i>	<i>21</i>	<i>190</i>	<i>38</i>
<i>2016-2026</i>	<i>13,285</i>	<i>665</i>	<i>12,620</i>	<i>26</i>	<i>488</i>	<i>49</i>

2016-2031	<i>27,745</i>	<i>1,385</i>	<i>26,360</i>	<i>30</i>	<i>892</i>	<i>59</i>
2016-2036	<i>38,645</i>	<i>1,930</i>	<i>36,715</i>	<i>31</i>	<i>1,196</i>	<i>60</i>
2016-2041	<i>49,010</i>	<i>2,450</i>	<i>46,560</i>	<i>32</i>	<i>1,478</i>	<i>59</i>

Source: Figure 3-11_ Watson & Associates Economists Ltd. (October 13, 2016).

Table 8: Town of Milton Employment Land Need to 2041 based on Designated Employment Land Supply.

	2016-2021	2016-2026	2016-2031	2016-2036	2016-2041
Net Employment Land Demand (ha)	<i>190</i>	<i>488</i>	<i>892</i>	<i>1,196</i>	<i>1,478</i>
Net Employment Land Supply (Designated) (ha)	<i>462</i>	<i>462</i>	<i>462</i>	<i>462</i>	<i>462</i>
Net Employment Land Surplus/(Shortfall) (ha)	<i>272</i>	<i>(26)</i>	<i>(430)</i>	<i>(734)</i>	<i>(1,016)</i>

Source: Figure 3-12 - Watson & Associates Economists Ltd. (October 13, 2016).

Based on the existing supply of designated, vacant employment lands (462 net hectares) and the long-term demand (892 net hectares), Milton needs a sufficient supply of designated employment lands to accommodate for forecasted growth up until 2031. As of 2031, a net deficit of 430 hectares has been identified. Given the shortfall in the Town's employment land supply, it is expected that the Town's planned employment growth areas will be needed within the 20-year planning horizon. Therefore, utilizing all of the scheduled employment areas would result in roughly a 95-net hectare surplus of employment lands at the end of the 2031 planning horizon, as summarized in Table 8 below.

Table 9: Surplus Employment Lands through to the 2031 Horizon.

	2016-2021	2016-2026		2016-2031	2016-2036	2016-2041
Net Employment Land Demand (ha)	<i>190</i>	<i>488</i>		<i>892</i>	<i>1,196</i>	<i>1,478</i>
Net Employment Land Supply (Designated + Planned Growth Areas) (ha)	<i>987</i>	<i>987</i>		<i>987</i>	<i>987</i>	<i>987</i>
Net Employment Land Surplus/(Shortfall) (ha)	<i>797</i>	<i>499</i>		<i>95</i>	<i>(209)</i>	<i>(491)</i>

Source: Figure 3-13 - Watson & Associates Economists Ltd.

The study concluded that the Town of Milton would need to advance the planning of the current designated and planned employment land supply to accommodate forecast growth within the planning horizon, as all the lands will be required. To meet employment land needs by 2041, the Town will need 1,478 net hectares of employment lands. The Town currently has 987 hectares of designated and planned growth areas, representing a shortfall of 209 ha between 2016 and 2036 and an overall shortfall of 491 ha between 2016 and 2041. To meet demand, the Town will require 35% of the roughly 1,400 gross hectares identified as Future Strategic Employment Areas.

ROPA 48 introduced Table 2B (Strategic Growth Area Targets) to include minimum density targets for jobs and residents as well as general target ratios for jobs and residents for specific Strategic Growth Areas. ROPA 49 updates Table 2B to include targets for all Primary Regional Nodes and Milton-Trafalgar GO MTSA, which were not previously delineated in the Regional Official Plan and are described in the following sections. The people and jobs per hectare target for Milton is 59.^{vi}

C. Future Employment Areas

The Region has designated Future Strategic Employment Areas in Greenfield under Sections 139.6 and 139.7 of ROPA 38 to meet employment land needs beyond the planning horizon of 2031. In addition, parts of Southwest Milton and Trafalgar/Derry Lands are identified as Future Strategic Employment Areas. Generally, these are lands located near significant highway infrastructure the Region has identified for future development. The Halton Municipal Comprehensive Review 2017 (MCR) work identified these lands as justified employment lands for expanding the urban boundary. A limited number of landowners own these lands and, as such, provide for the ability to coordinate, finance and service large, contiguous parcels at strategic locations. With continued completion from neighbouring markets, it will be essential to facilitate the planning for these lands to meet Milton's employment needs. It will also be necessary to integrate these lands with the surrounding planned communities through transitional areas.

ROPA 49 provides greater direction to help plan for jobs both within Regional Employment Areas and Local Municipal employment lands. New policies require Local Municipal Official Plans to identify a range of employment uses, ancillary uses, and sensitive land uses for the planned function of specific land-use designations. In addition, Local Municipalities are required to plan for employment within Regional Employment Areas by prohibiting specific non-employment uses, limiting sensitive uses, and only permitting them under limited circumstances where land-use compatibility can be maintained, such as at the periphery of Employment Areas. ROPA 49 also includes changes to the

Employment Area, as shown on the map below, which result from conversions and additions.

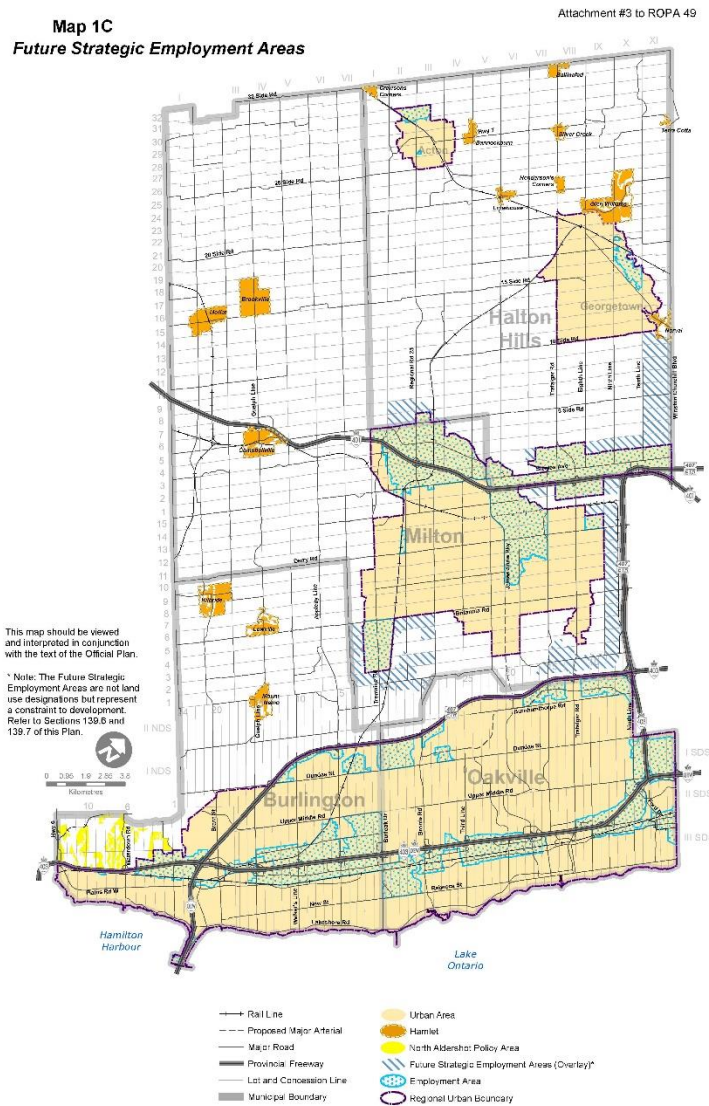


Figure 15. Map 1C Regional Employment Area. Source: ROPA 49.

D. Employment Density

According to the 2017 Land Base Study, the current average employment land density in Milton is approximately 16 jobs per net hectare (7 jobs per net acre). The relatively low employment density is strongly influenced by the large share of employment within the warehousing and logistics sector, typically characterized by significant, land-consumptive uses with relatively low employment yields.

ROPA 49 updates Halton Region's growth strategy to plan how growth is accommodated beyond 2031. The updated Regional Official Plan accommodates population and employment growth within Halton's existing urban boundaries to 2041. It contains a framework for how growth may be planned for in the 2041-2051 planning period. The target Employment Distribution for Milton is 97,000 by 2041.

As the employment trends in the Town shift away from large-scale developments and wholesale trade, future employment densities will increase to approximately 34 jobs per net hectare (14 jobs per net acre) by 2031. This target is similar to the employment land identified by Hemson Consulting in their April 2009 report (Accommodating Growth to 2031 - SHP Report 3.07) prepared for Halton Region as input to the Sustainable Halton Plan, which identified a target employment land

employment density of 37.5 employees per net hectare. The Hemson report also identified the following target densities for other employment types:

Table 10: Milton Targeted Employment Densities.vii

Type	Employees/net ha
Employment Land Employment	37.5
Major Office Employment	250
Population Related Employment	75
Total/overall	45

The Britannia Secondary Plan includes approximately 904 gross developable hectares (2,234 gross developable acres) in the southeastern part of the Town of Milton. As identified through the Land Base Analysis and refined through the Secondary Plan process, the Britannia Secondary Plan Area is estimated to accommodate 46,450 residents and 10,730 population-related jobs to achieve an overall density of 60 people and jobs per hectare.

V. Milton Economic Development Strategy

Milton is a balanced community with a dynamic and modern urban centre positioning itself as a vital innovation hub. The fast-growing Town is ready for an economic development plan that considers the changing local and regional dynamics: a plan that prioritizes business attraction, retention, and expansion; employment; and potential industry sector targets.

Values

Milton has the following values:

- A PLACE OF POSSIBILITY**
We advance economic prosperity and opportunity for all Milton residents and enterprises.
- A SUSTAINABLE TOMORROW**
We foster resiliency through responsible development and protection of Milton's rural environment and recreational amenities.
- A COMPLETE COMMUNITY**
We envision Milton as a complete community where residents can live, work, learn, and engage.
- A WELCOMING HOME**
We celebrate and promote Milton's diversity of people, cultures, and businesses.
- FUTURE-DRIVING INNOVATION**
We invest in an innovative ecosystem that will ensure Milton's future competitiveness.

Milton's Economic Development Strategy will set forth a plan for achieving sustainable enterprise and job creation, innovation growth, talent development, and quality of place enhancements. As such, it has four goals:

1. Grow and cultivate Milton's export clusters to foster prosperity.
2. Bolster Milton's start-up ecosystem to drive future competitiveness.
3. Build Milton as a premier destination for diverse talent.
4. Define and promote Milton's brand for new economic development.

Milton's Economic Development Strategy and Action Plan include the Competitive Market Assessment and Stakeholder Engagement that serve as the foundation for the plan. The Town of Milton has also commissioned MDB Insights Inc. to perform a Target Cluster Analysis that evaluates the areas of opportunity for the Town. The different research exercises have laid a strong foundation for the strategy.

1. Five Economic Insights

1	2	3	4	5
<i>Milton has a fast-growing population</i>	<i>Milton is an international community.</i>	<i>Milton has highly skilled talent.</i>	<i>Milton has a thriving entrepreneurial community</i>	<i>Milton is a high-income community.</i>
<i>Milton is home to 136,000 residents. The 19% increase since 2015 is three times the provincial growth rate.</i>	<i>Almost four in ten Milton residents are immigrants. The 51.2% increase since 2015 is more than six times the growth rate of immigrants in the Toronto region.</i>	<i>Milton's share of residents with a bachelor's or higher is 50% greater than the national average, an increase of 55% since 2015. Milton also has a competitive advantage in science-related, management, and business and finance occupations; it is fastest growing in health- and science-related occupations</i>	<i>Milton has a high share of micro businesses, where nearly seven in ten Milton businesses have fewer than five employees.</i>	<i>Milton's median household income (\$116,942) is 50% higher than the national average, and the Town Boasts A High Homeownership Rate: Nearly Nine In Ten Residents Are Homeowners.</i>

2. Four Targeted Industries

1 Professional, Scientific, and Technical Services

Milton's business profile is targeted toward a knowledge-based economy, where Milton's Professional Services industry is supported by an increasingly established academic and professional knowledge ecosystem. Development of the Milton Education Village (MEV) is critical to this sector

2 Green Innovation

Given Milton's pride in and stewardship of its local natural environment, Green Innovation is a strategic and opportunistic sector. Green Innovation is anchored by Milton's computer systems design services, residential building construction and engineering services, and education programmes in Conestoga College and Wilfrid Laurier University

3 Advanced Manufacturing

Manufacturing is a significant export sector and will continue to be a top employer in machinery manufacturing, fabricated metal product manufacturing, and food manufacturing. Milton has a workforce strength in mechanical, electrical, and electronics assemblers, as well as in machine operators.

4 Transportation and Logistics

Milton's Transportation and Logistics sector is key, with a focus on supporting lean manufacturing, e-commerce, and globalized trade. Opportunities also exist in artificial intelligence (AI), automation, block chain, and crowd-sourced fleets

Professional, Scientific, and Technical Services

- **19%**
- **306**

• Projected additional jobs (2021-2028)

Green Innovation

- **14 %**

• Projected additional jobs (2021-2028)

Advanced Manufacturing

- **12%**
- **393**

• Projected additional jobs (2021-2028)

Transportation and Logistics

- **11 %**
- **3,972**

• Projected additional jobs (2021-2028)

VI. Post COVID Shift

In 2021, Milton had an employment participation rate of 71.1% and an employment rate of 63% - ranked the highest among Halton Region. However, Milton's employment rates have dropped since 2016, while unemployment rates have increased, which can be attributed to the layoffs and shutdowns during the COVID-19 pandemic. Interestingly, age groups of 65 and over had a significant increase in unemployment rates which may result from early retirement due to the employment impacts of the pandemic.

Flexible place-of-work options have emerged over recent years due to the COVID-19 pandemic. In 2021, 37% of Milton residents worked from home (an increase of 29.4% since 2016), while 52.2% continued to work at their usual place of work (a decrease of 29.2% since 2016).^{viii}

A. Global Trends

The pandemic accelerated existing trends in remote work, e-commerce, and automation, with up to 25 percent more workers than previously estimated potentially needing to switch occupations. Remote work and virtual meetings are likely to continue, albeit less intensely than at the pandemic's peak. COVID-19 may propel faster adoption of automation and AI, especially in work arenas with high physical proximity. As many as 25 percent more workers may need to switch occupations than before the pandemic.^{ix}

B. Impact on Peel-Halton Labour market post COVID

According to the 2022-2023 Peel-Halton Labour Market report, employers appear poised to increase the hiring of new workers in the post-pandemic period. Employers also feel that their workers would benefit from upskilling, although they have greater concerns regarding job candidates' skills. But the biggest worry employers express is their difficulty recruiting job candidates.

The youth experienced far higher unemployment rates during the initial stage of the pandemic. While historically, youth unemployment rates are usually twice that of adults. There were several months during the pandemic when the youth unemployment rate was three times that of adults. The youth unemployment rate peaked at 33.2% in May 2020. Over time, the unemployment rate for youth and adults has been steadily dropping, and in December 2021, the youth unemployment rate was 8.4%, lower than it was in January 2020 (10.2%). Surprisingly, even with the impact of the Omicron variant, youth unemployment rates shot up again to 16.4% in January 2022, 2.7 times the adult unemployment rate of 6.0%.

Some sectors were much less affected by the pandemic. One such industry was Professional, Scientific & Technical Services, made up of professional firms such as lawyers, accountants, engineers, management consultants or IT specialists.^x

C. Canadian Findings on the Future of Work

1. Automation of Basic Tasks

Many routine tasks could be automated. This means they would be performed using mechanical, electrical or computer devices. Creativity, emotional intelligence, and complex problem-solving will become increasingly important since they are more challenging to automate.^{xi}

2. New Opportunities Created by Technology

As new technologies are developed and applied to different workplaces, economic opportunities will exist. Leading these changes will require subject-matter expertise and knowledge of the latest technologies.^{xii}

3. Remote Work and GIG Economy

Demand for flexibility has influenced gig and remote work (remote workers are also called gig workers). Flexibility and Work-Life Balance are the cornerstones of remote work. The impact of digital technologies, robotics, artificial intelligence and cloud technologies could be hastening post-COVID. However, technological development is only one-factor driving changes in work. Precarity (a state of persistent insecurity concerning employment or income) and inequality are likely significant challenges for the future of work. Employment, economic and transportation matters are interconnected. Some are accelerated, while the COVID-19 pandemic reverses others.

REMOTE WORK AND GIG ECONOMY

- Remote workers are also called gig workers.
- Demand for flexibility has influenced gig and remote work. Flexibility and Work-Life Balance are the cornerstones of remote work
- Impact of digital technologies, robotics, artificial intelligence and cloud technologies post COVID.
- Technological development is only one factor driving changes to work,
- Precarity (a state of persistent insecurity with regard to employment or income) and inequality are likely to be significant challenges for the future of work.
- Employment, economic and transportation matters are interconnected. Some are accelerated while others are reversed by the COVID 19 pandemic.

VII. Stakeholder Feedback

Table 11: What We Heard Stakeholder Input.

Topics	Opportunities	Issues
<i>Working From Home</i>	<ul style="list-style-type: none"> • <i>Working from home will be a viable employment option post COVID</i> 	<ul style="list-style-type: none"> • <i>How can policies ensure that builders can support the need to be working from home in the future?</i>
<i>Working in Rural Areas</i>	<ul style="list-style-type: none"> • <i>Consider different perspectives of how working in rural areas including that of Niagara Commission Lands.</i> • <i>Promote and Integrate working in the Countryside.</i> 	<ul style="list-style-type: none"> • <i>There is an existing divide between rural and urban Milton that needs to be recognized - farmers in the countryside are seen as separate from non-farmers in the urban area.</i> • <i>There are a number of artists working out of Campbellville and Brookville such as art businesses, art camps, farm studios etc.</i>
<i>Working Locally</i>	<ul style="list-style-type: none"> • <i>We need more business/work spaces in local neighbourhoods especially mixed use land uses.</i> 	<ul style="list-style-type: none"> • <i>Milton is already a very diverse community. This is revealed in the Vision boards that were created by the community. Now, the Town needs to respond to this diversity by providing more choice.</i> • <i>Providing more places for people to work in Milton will be transformational. Currently, there are not enough places to establish an office and there are not enough amenities to sever workers. As Richard Florida has described, communities need places for the employees to go at lunch, after work, etc.</i> • <i>Milton is at a critical density of residents. But now the focus should be on providing facilities and places for people to work.</i>
<i>Working Regionally</i>	<ul style="list-style-type: none"> • <i>Need to examine the context of working from a regional perspective.</i> 	<ul style="list-style-type: none"> • <i>In a rapidly changing economy, the ability to demonstrate available talent in the labour force is an increasingly important component of regional economic development.</i> • <i>Accordingly, this report must provide a comprehensive view of the human capital</i>

		<p><i>in Peel and Halton regions using data from the 2016 Statistics Canada Census. By understanding the regional labour market information, community stakeholders including employers, employment services providers, educators and governments are better positioned to design programs and take actions to meet the local community and industry needs.</i></p> <ul style="list-style-type: none"> <i>In order to provide context, workforce characteristics for Peel and Halton were compared to Toronto CMA2 and Ontario data to better illustrate the landscape of the local labour force.</i>
Workforce	<ul style="list-style-type: none"> <i>Policies to attract skilled workers to work in Milton.</i> <i>New policies should consider regional and provincial impact.</i> <i>Need to form collaborative partnership with the community and businesses.</i> 	<ul style="list-style-type: none"> <i>In Milton specifically, there is a need for logistics and warehousing employees, but those employees do not exist here in Milton. Therefore, there is a need to compete with other regions to attract those workers. The problem is transportation (how to get into Milton) and living costs (how to afford living in Milton)</i> <i>We need to ask; how can Milton compete with Brampton? How can we provide everything for people to both live in Milton and Work in Milton?</i> <i>Conestoga looks forward to becoming part of the Milton community. It wants to create a community connection - and provide spaces and places for members of the community to interact, learn, network.</i> <i>A focus of our work is to understand what are the barriers and challenges that the local workforce is facing. We are about information sharing. We can provide information on different sectors.</i>

VIII. Future Considerations

A. Milton Advantage

Milton is one of the best places in Canada to live, work, and do business. Situated within the Greater Toronto and Hamilton Area (GTHA) and the centre of the Toronto-Waterloo Innovation Corridor, Milton's prime location provides abundant business opportunities and lifestyle choices. In addition, it has the following advantages:

- Easy access to major markets.

- Proximity and access to 400-series highways, two-way all-day GO service to Toronto, four international airports and the U.S. border within a one-hour drive provide Halton businesses easy access to millions of potential customers.
- Two-hour plane ride or one-day drive to over 158 million consumers in Canada and U.S.
- Forty-five-minute drive to over 5.5 million people.

B. Future Employment Land Needs

The 2017 Land Base Analysis Study made the following recommendations for the Town's consideration in future planning of the Urban Expansion Area lands:

- Update employment forecasts to 2041 to advance the planning of currently designated and planned employment land supply and ensure lands are serviced to maintain demand for the logistics and warehousing sectors for which Milton has an intensely competitive market.
- Create a tiered hierarchy for Milton's employment areas and define the Town's Prime and General Employment areas. Further, focus on creating new locations for concentrated employment, such as employment nodes/districts with a full range of supportive uses.
- Redevelopment and intensification in the Town's non-employment, mixed-use areas to maintain and create new jobs.
- Prioritize servicing and infrastructure for employment areas with early initiation of Area Servicing Plans, in place of the traditional approach whereby employment areas are serviced through the last phases of Secondary Plan development as they are often located at the periphery due to expansive land needs.
- Smaller designated areas with supportive servicing and infrastructure need to be identified and prioritized through phasing and servicing policies to support smaller businesses and the knowledge-based sector industries.
- Ensure the Secondary Plan process implements Milton's First Principles of Growth.

C. Rural Area Considerations

Some concerns for working in rural areas are on-farm diversification. Employment planning for rural area employment should consider the following:

- Harnessing the advantage of technology in agricultural processes and improving connectivity;
- Enhancing rural/village character and agri-tourism;
- Promoting agriculture as a key sector of the economy;
- Protecting agricultural lands;
- Providing age-in-place opportunities; and
- Promoting access to affordable, local, and culturally appropriate food.

D. Post COVID Consideration

The most common workforce strategy employers relied upon in response to the lockdown was to have employees work from home (also known as remote work). Before the pandemic, most employers said their employees usually did not work from home. However, during the pandemic, almost half of the employers said that their non-essential employees worked from home 80% or more of the time. Looking to a post-pandemic future, around one-third of employers expect employees to work from home 30% to 70% of the time.

There may be a need to consider how employment land use policy support this rising trend and legacy that may continue to stay.

Forming the Big Questions

A series of draft big questions have been formulated to examine the direction for the future policies in the New Official Plan for discussions with stakeholders.

Big Question # 1 Support Employment Base and Businesses	How can the new Official Plan policies protect Milton's existing and future employment base?
Big Question # 2 Accommodate a spectrum of Industries and Businesses	How will the new Official Plan policies accommodate and attract a spectrum of industries and businesses?
Big Question # 3 Formulate Flexibility and Adaptability	How can the new Official Plan policies sustain and foster future employment growth through flexibility and adaptability?
Big Question # 4 Achieve a Sustainable Employment Area	How can the new Official Plan policies for employment areas address the impacts of a changing climate and develop approaches to reduce greenhouse gas emissions and improve air quality?
Big Question # 5 Encourage Employment Intensification outside Employment Areas	How will the new Official Plan policies encourage employment intensification in mixed-use areas and Strategic Growth Areas such as the MTSA, Downtown Milton, Milton Education Village and other nodes in our community areas?
Big Question # 6 Support and Expand Rural Employment	How will the new Official Plan policies support and expand existing and future employment concerns in our rural areas?

ⁱ Milton Economic Insider Report, 2019

ⁱⁱ Council Memo Dec 12, 2022, Andy Scott, Director of Strategic Initiatives and Business Development, Census of Population - Education in Canada, the changing dynamics of the Canadian labour force and how people get to work, and instruction in the minority language

ⁱⁱⁱ Council Memo Dec 12, 2022, Andy Scott

^{iv} June 2022 Population, Employment and Housing Report, Malone Given Parsons, Britannia Secondary Plan Area

^v 2022 Ward Land Economics Retail Commercial Market Assessment _ Britannia

^{vi} Table 2 Intensification and Density Targets, Interim Office Consolidation Regional Official Plan Nov 4, 2022

^{vii} Malone Given Parsons, 2017 Milton Land Base Analysis

^{viii} Council Memo Dec 12, 2022, Andy Scott

^{ix} <https://www.mckinsey.com/featured-insights/future-of-work/the-future-of-work-after-covid-19>

^x 2022-2023 Peel Halton Labour Market report.

^{xi} <https://www.fowcanada.com/trend-review>

^{xii} <https://www.ictc-ctic.ca/wp-content/uploads/2021/07/ICTC-Future-of-Work-July-28-2021-1.pdf>