

Municipality of Brighton DRAFT Community Development Plan



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ECONOMIC DEVELOPMENT

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The Background

Context

The Municipality of Brighton, located in the County of Northumberland on the shores of Lake Ontario, is home to approximately 10,000 people. Located along the 401 corridor between Toronto and Montreal, the Municipality boasts a small town feel and a beautiful waterfront.

Brighton has an abundance of assets and opportunities that can be better optimized to the benefit of the community - the large number of visitors who pass through the municipality annually en route to Presqu'île Provincial Park (the single largest tourist draw in Northumberland County); a solid and relatively stable group of companies in the Brighton Industrial Park; a significant skilled retiree population with knowledge, energy and skills to apply; a strong and growing Brighton Arts Council; access to Lake Ontario (although limited); its close proximity to major urban centres both east and west, and CFB Trenton; a vibrant, colourful, and successful downtown; and a steady interest in new retail development.

Brighton employs a full-time Community Development Officer and has both an Economic Development Committee and a Community Events Committee. In addition, the Municipality has had a tourism services contract for the past three years with the Brighton and District Chamber of Commerce (which has included the operation of the Municipality's Tourist Information Centre) and is associated with several agencies in the Quinte and Northumberland regions, namely Northumberland County Economic Development and Tourism and the Quinte Economic Development Commission. Brighton also participates and can take advantage of the economic activity of Belleville and Trenton, while also deriving the tourism and economic development benefits of being in Northumberland County.

However, Brighton also faces a few challenges to its future economic growth. Although growing, many of the municipality's new residents are retirees and there is the common issue of retaining or re-attracting the area's youth. In addition, the current industrial park is full, and while the best location for new business would be at the interchange of Highway 401 and #30, the land is not flat, the cost of servicing is prohibitive, and the two small sites on the south side are brownfield sites. Thus, there is currently no available land to accommodate new businesses or industry.

What This Plan is About

Brighton is currently lacking a strategic vision for the development of the community and direction on how best to achieve their new vision with existing partnerships and municipal resources.

Based on significant public consultation, this Community Development Plan (CDP) outlines specific strategies and action items that Brighton as a community should undertake and implement in order to further enhance the community and its economic development. As such, the CDP will help Brighton identify, prioritize, and allocate resources to its development activities with the end goal of providing more focus to, and alignment of, scarce community resources.

Outline of Plan Development Process

In order to develop Brighton's new Community Development Plan, a thorough literature review, a high-level environmental scan, and an intensive public consultation process were completed. As part of the public consultation process, several tools were used to engage and solicit input and feedback from the community. These tools included:

- Conducting one-on-one interviews with local stakeholders;
- An online survey;
- Focus group sessions and open houses; and
- Contacting McSweeney & Associates directly with any comments.

Approximately 123 individuals participated or had direct input during the public consultation process. The participation summary is as follows:

Survey Responses

- 14 responses to the online survey
- 45 hard copy surveys were received, including 32 responses from High School students

Focus Group Sessions

- A total of 45 people attended the Focus Group sessions

Open Houses

- The Open House attracted 12 individuals

Direct Contact with McSweeney & Associates

- 5 emails and 2 letters were received

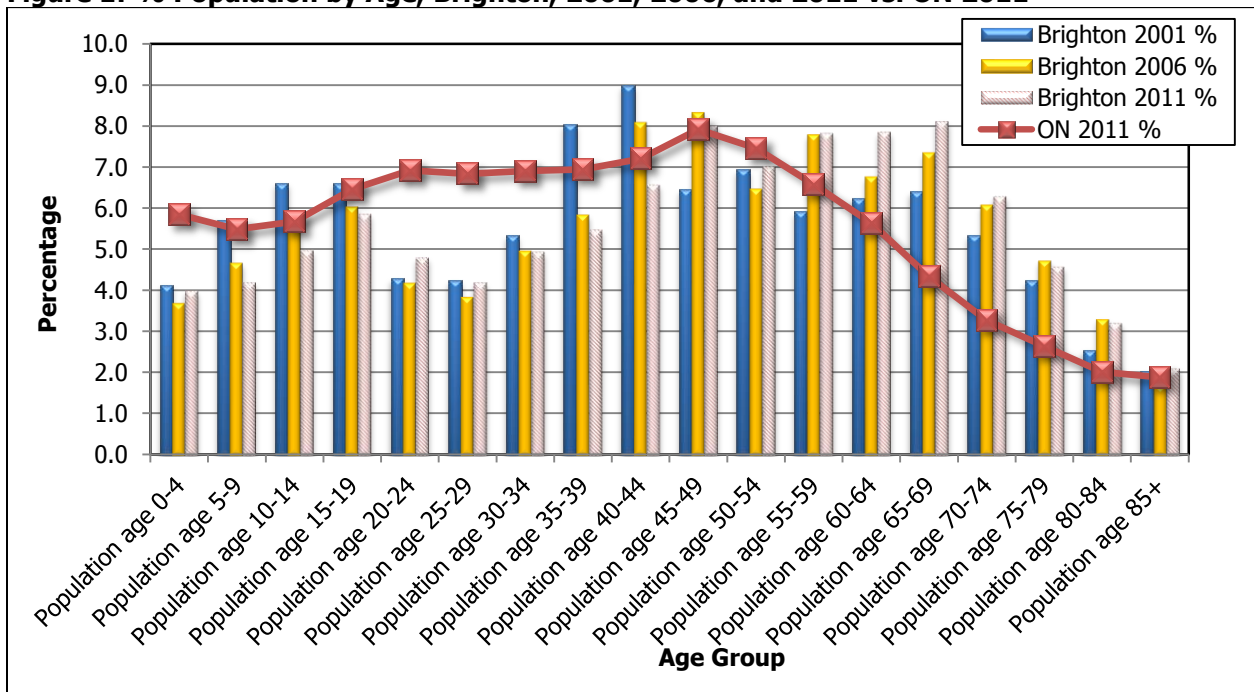
What the Numbers Say

A Brief Statistical Overview of the Municipality of Brighton

Brighton’s population is increasing. The population increased from 9449 in 2001 to 11,290 in 2011.

Brighton’s population is getting older. In 2011, Brighton’s largest age segments were between the ages of 45-49 and 55-69. The population in the latter was significantly higher than the provincial average. All other age segments below the age of 45 in Brighton decreased between 2001 and 2011, with the exception of the 20-24 age group.

Figure 1: % Population by Age, Brighton, 2001, 2006, and 2011 vs. ON 2011



Brighton is primarily English. The vast majority of the population speaks English only (93.2%). This is higher than the provincial average of 86.1%.

Housing prices in Brighton have more than doubled since 2001. In 2001, the average dwelling value in Brighton was \$134,604. In 2011, this had increased to \$284,241; however, this is still significantly less than the provincial average (\$397,452).

Incomes – Although still slightly lower than the Ontario average, income levels in Brighton have been slowly increasing and have been increasing at a higher rate compared to the provincial average.

Educational attainment in Brighton - Brighton has a higher percentage of its population that has attained a college, CEGEP or other non-university certificate or diploma when compared to

the provincial average (25.7% vs. 22.1%); however, Brighton has a lower percentage of its population with a university certificate or degree than does the province (13.7% vs. 26.5%) and a higher percentage of its population (28.6% vs. 24.9%) with only a high school certificate.

Brighton's unemployment rate has increased, yet remains lower than the provincial average. In 2001, Brighton's unemployment rate was higher than the provincial average (6.4% vs. 6.1%). Although Brighton's unemployment rate has increased since 2001, it was lower than the provincial average in 2011 (8.0% vs. 8.4%).

Top industries by labour force - The top four industries in Brighton in terms of percentage of labour force are:

- Manufacturing
- Retail trade
- Construction
- Public administration

Just under half of the jobs in Brighton are filled by workers who live elsewhere. 44.9% of workers declaring a usual place of work in Brighton live outside of Brighton. On the other hand, 66.1% of the workers living in Brighton had a usual place of work outside of Brighton.

SWOT Summary: Community Consultation

The information below summarizes the findings of the Strengths, Weaknesses, Opportunities, Threats (SWOT) exercise. This information was compiled from input obtained during the public consultation process and illustrates perceptions from those living and working in Brighton. For a more detailed listing of the SWOT, please refer to Appendix A.

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Quality of Life • Strategic location • Natural environment • CFB Trenton • Tourism amenities • Downtown • Presqu'île Park • Heritage • People • Recreation • Sporting events • Arts & Culture 	<ul style="list-style-type: none"> • Lack of branding • Seniors' housing • Limited community services • Limited industrial base • Lack of shovel ready industrial land • No strategic vision or direction • Limited activities for youth • Waterfront development • Lack of communication • Limited social activities • Limited cultural diversity 	<ul style="list-style-type: none"> • Act Now! • Develop vision • Identify community champions • Invest in tourism • Improve communications • Preserve/develop waterfront • Create shovel ready land • Downtown redevelopment • Entrepreneurship centre • Beautification of Brighton • Improve partnerships • Diversify community • Activities and employment for youth 	<ul style="list-style-type: none"> • Lack of political will • Volunteer burnout • Resistance to change • Lack of strategic direction • Lack of resources • Division in the community • Conflicts with community partners

What People Value in Brighton

Based on an extensive community consultation, the following values were identified by those living and working in Brighton:

- Small-town feel, but close to all amenities
- Friendly/safe community
- Natural environment
- Located on the water
- Community involvement/volunteer opportunities
- Lack of big-box stores
- Walkable community
- Library
- Downtown Brighton
- Presqu'île Park
- Full-service community
- Outdoor recreation activities

What the Community Envisions

Through consultation with the Brighton community, the following points were identified as highlights for the development of a community vision.

Community Development

- Vibrant, creative, sustainable community
- Re-energized/developed downtown core
- Recreational and social activities for all ages, lots to do
- Brighton is a tourism destination
 - Better promotion of what the area has to offer
- A diverse community – young/old, culturally diverse
- Increased private/public partnerships – private sector involved in community development
- Variety of housing (including transitional and assisted living for seniors)
- Community Infrastructure
 - Expanded library
 - Enhanced technological infrastructure
 - Post-secondary education campus (satellite?)
 - Development of a Seniors/Youth Centre
 - Accessible community
 - Small public transportation
- Attract increased number of doctors
- Better advertise local events
- Develop waterfront
- Walkable community
- Public art in public spaces

Economic Development

- Increased industrial and commercial base
 - Industrial Park
- Development of 401/30 intersection
- Tourism development
 - Year-round destination for tourism
 - Annual events
 - More accommodation
 - Directional signage
- Increased number of employment opportunities (including creative/professional)
 - Employment office – help place people
- Focus on Heritage/Arts/Culture development

A New Vision for Brighton

The following describes Brighton’s long-term community vision. This vision should be used as a guide to give Brighton direction as they move forward with their community development efforts:

Brighton will be a vibrant, creative and sustainable community that is both friendly and affordable. As a result of its strategic location along the 401 corridor, its immediate access to Lake Ontario, and its being the gateway to Presqu’ile Provincial Park, Brighton will be known as a place where families and a diverse population choose to live, visit, and work.

Tourism in Brighton will flourish and revolve around its abundant offerings, such as nature trails, Lake Ontario, bird-watching and its preserved built and natural heritage. The municipality will offer a wide variety of recreational, cultural, and social activities, as well as services, for residents and visitors of all ages.

In addition, Brighton will be home to a variety of cultural, creative, and professional businesses, as well as light industry - offering increased employment opportunities to its resident base.

Brighton’s Community Development Plan

Based on what we heard from the Brighton community, the following themes have been highlighted as the main pillars of Brighton’s Community Development Plan (CDP):

Community Development

Build off of existing community assets and find ways to develop new assets in order to allow Brighton to become a more complete community, thus attracting and retaining a diverse population base for years to come.

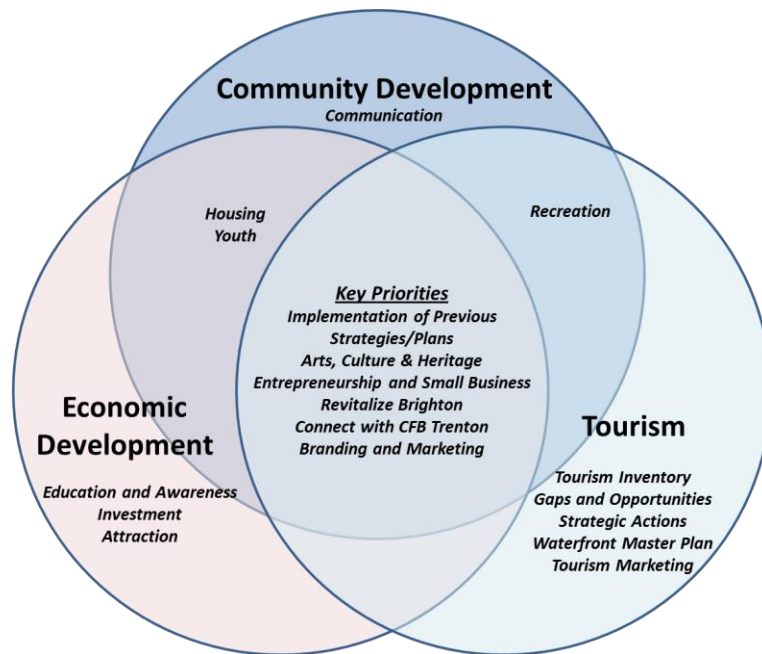
Economic Development

Expand existing local economic development assets and efforts to support entrepreneurship, to support growth of new and existing businesses that will give Brighton a more stable and sustained economy.

Tourism

Develop a more complete and well-communicated tourism package for Brighton in order to take full advantage of its tourism potential and create further economic gain for the municipality.

The following diagram illustrates the main CDP pillars and the Key Priority actions that support all pillars and that will have the greatest impact on Brighton achieving overall success.



These themes provide directions and actions aimed at building on Brighton’s fundamental economic and community strengths, while also looking at new approaches to grow and foster emerging industries and opportunities. The three themes are very closely related and are largely mutually supportive. As illustrated there are also a number of action items that support all three pillars – and are therefore identified as Key Priorities to implement.

1. Key Priorities

Strategy: Focus all necessary and available resources on the completion and implementation of the identified Key Priorities in order to increase Brighton’s rate of success in achieving their desired community vision.

Why This Is Important: The identified Key Priorities are the building blocks for the rest of Brighton’s Community Development Plan (CDP) and will positively impact all areas – Community Development, Economic Development, and Tourism. As such, it is essential that they be implemented so that the rest of the Plan can be successfully realized.

What We Are Trying To Achieve: Develop a solid foundation from which to implement the rest of Brighton’s CDP. Recognize these priority actions will have the greatest impact on the CDP’s three key pillars.

Key Actions:

Implementation of Previous Strategies/Plans

Significant work has been done in past years on previous strategies and plans, yet not all of the recommendations have been fully implemented. Many of the recommendations contained in these reports mirror what has been heard from the Brighton community during the development of this CDP. As such, it is recommended that the reports be updated (if required) and their recommendations be prioritized and implemented.

1. Update the following reports (if/where required) and prioritize and implement their recommendations:
 - *Waterfront Master Plan*
 - *Vision for Recreation, Trails and Green Space*
 - *Accommodations Assessment*

Arts, Culture & Heritage

Arts, Culture & Heritage is an extremely important component of community and economic development. Brighton should focus on developing this emerging sector in order to take full advantage of its community and economic development potential.

2. Conduct a cultural mapping project in order to fully understand what cultural and heritage assets Brighton possesses.
3. Develop Arts, Culture and Heritage policies and map out the future actions required to further grow the Arts, Culture and Heritage sector in Brighton.
4. Actively promote Brighton’s heritage assets, and ensure they are being used to their fullest potential by undertaking a Cultural Heritage Master Plan (as identified in Brighton’s Official Plan).

5. Grow the Arts, Culture & Heritage community in Brighton through actively supporting and promoting new initiatives (i.e. The Gates) as well as providing the necessary support to grow established assets (i.e. the Library).

Entrepreneurship and Small Business

Brighton has a talented resident base and a desire to be a creative and entrepreneurial. By providing the necessary supports, Brighton can create an environment in which entrepreneurship and small businesses can flourish.

6. Focus on developing the necessary physical infrastructure (i.e. high speed broadband, professional space, commercial/industrial space, etc.) and support services in Brighton in order to retain current businesses as well as attract professional/creative industries and entrepreneurial businesses.
7. Develop the Municipality's ability to support entrepreneurship and innovation.
 - i. Partner with the local school boards to begin introducing the concept of entrepreneurship to elementary and high school youth.
 - ii. Develop a youth mentorship program in conjunction with East Northumberland Secondary School matching successful local business retirees with youth interested in entrepreneurship.
 - iii. Partner with the local business community, Northumberland Community Futures Development Corporation (CFDC), the Business Advisory Centre Northumberland, and the Ministry of Economic Development and Innovation (MEDI) to develop a mentorship program which links successful local entrepreneurs and business retirees with new start-up entrepreneurs to provide guidance and direction.
 - iv. Develop a small Entrepreneurship Centre in Brighton in conjunction with the Business Advisory Centre Northumberland. The Centre would provide information and support to local entrepreneurs and small businesses. Ideally, the small office would be located in a prominent public facility (i.e. the Municipal Offices or the Chamber of Commerce) and be staffed by the Business Advisory Centre Northumberland's Small Business Development Officer in Brighton as required every week. At other times, Municipal/Chamber of Commerce staff could answer enquiries.
 - v. Continue to develop relationships with both Service Ontario and Service Canada in order to ensure online and virtual entrepreneurship and business development services are available in the library and other prominent public facilities.

Revitalize Brighton

In order to support its tourism, community and economic development initiatives, Brighton should rejuvenate its built form and function to improve its community vibrancy.

8. Undertake the preparation of a Community Improvement Plan for downtown Brighton and implement any community improvement programs as permitted under the Planning Act – Brighton's Official Plan allows for the designation of CIPs through a bylaw of Council.

9. Further improve Brighton’s downtown with a new downtown revitalization plan including a retail/service analysis and merchandise mix plan, as well as a well thought-out, planned, designed and themed streetscape. The retail/service merchandise mix plan should strive to attract unique and specialized shops and services (such as food specialties, studios and galleries featuring products from the local area) that will create a draw to Brighton’s downtown, while mass merchandising retailers should be located outside of the downtown core. Create a business plan and funding model to implement merchandise mix plan and the streetscape plan’s design features such as pedestrian walkways, public spaces, themed lighting, landscaping, and design guidelines for new buildings along the main street.
10. Develop new themed signage and entrance features at the intersection of Highway 401 and Highway 30 that will notify travellers well in advance that they will be arriving in a great place. Continue this theme along Highway 30 into the downtown core and major arteries of the Brighton community. This theme should be linked to Brighton’s newly-created brand – see *Branding and Marketing*.
11. Develop entrance features into Brighton on Highway 2 that reflect Brighton’s new brand.

Connect with CFB Trenton

CFB Trenton provides Brighton with a large market for economic development and tourism, in addition to potential new residents. A continued connection with the base should be maintained to identify opportunities that support Brighton’s future growth and development.

12. Work with CFB Trenton to understand the needs of the base and its community to:
 - i. Determine the future housing requirements in Brighton for employees working on the base;
 - ii. In conjunction with the Quinte Economic Development Commission (QEDC), determine any support or secondary industries that are required by CFB Trenton and determine their suitability for being located in Brighton. If a suitable match, focus on attracting or establishing these industries in Brighton.
 - iii. Actively market Brighton’s recreation, culture, and tourism offerings to the CFB Trenton community.

Branding and Marketing

Brighton currently lacks an effective brand, and promotion of the municipality is extremely limited. By developing a new brand that represents Brighton and by actively promoting this brand, potential residents and tourists will be drawn to the municipality.

13. Complete a comprehensive branding exercise and develop a marketing program that incorporates Brighton’s new brand in all mediums and material produced. Ensure that all marketing or communications initiatives enforce Brighton’s brand.

2. Community Development

Strategy: Implement specific actions aimed at making Brighton a more complete community – not only a place where people will choose to live, but also a place where people will choose to work, visit and establish or expand businesses.

Why this is important: Strategically located along the 401 on the shores of Lake Ontario within close proximity to major urban centres, and being the gateway to one of the Ontario’s busiest Provincial Parks, Brighton enjoys many advantages and opportunities as a vibrant rural community. Brighton can capitalize on growth and development opportunities resulting from its closeness to larger urban markets while still maintaining its rural and small town values, and thereby becoming a more complete community.

What we are trying to achieve: Build off of existing community assets and find ways to develop new assets in order to allow Brighton to become a more complete community, thus attracting and retaining a diverse population base for years to come.

Key Actions:

Communication

Communication within the community and between the residents, Municipal staff and Council could be improved. In order to keep the community up-to-date on what is occurring, it is important that open lines of communication be created and maintained.

1. Improve communication between Municipal staff/Council and the community, as well as between community groups by:
 - i. Ensuring the Municipality and Council focus on being increasingly transparent through continued project status and implementation updates.
 - ii. Better communicating municipal project implementation support needs to the community in order to get the community involved in implementation and to obtain engagement of additional resources (volunteer time/knowledge/contacts).
 - iii. Increasing the focus placed on communicating what is available/ happening in the community to Brighton residents. This could take the form of a physical notice board in the community and/or an online directory/calendar and/or through a better website.
 - iv. Increasing communication and interaction between community groups in order to minimize duplication of efforts and take advantage of each other’s strengths/knowledge/contacts. An example of how to facilitate this process would be to develop a community forum on Brighton’s Municipal website to actively engage the community in a continued conversation about what is happening in Brighton.

Housing

In order to be able to attract a diverse resident base, it is essential that Brighton offer a broad spectrum of housing options for residents at all stages of life.

2. Undertake a housing needs study to quantify market demand by housing type to accommodate both existing residents (an aging population), as well as any new or returning residents. Work with the development community to create the business case required to diversify existing housing stock and to provide a full complement of housing types - including interim and long-term care housing for seniors if needed.

Recreation

Recreation is an important part of a community and its success in retaining and attracting residents. A broad spectrum of recreational activities should be offered for residents of all ages.

3. Review and implement the *Vision for Recreation, Trails and Green Space*.

Youth

The outmigration of youth and an aging population are currently key concerns for Brighton. By connecting with youth before they leave for post-secondary education, as well as providing on-going communication and increased employment opportunities, the successful retention and re-attraction of Brighton's youth can be accomplished.

4. As per *Key Priorities #7*, partner with the local school boards to begin introducing the concept of entrepreneurship to elementary and high school youth, and develop a youth mentorship program in conjunction with East Northumberland Secondary School matching successful local retirees with youth interested in entrepreneurship.
5. Work with local businesses to develop an increased number of employment opportunities in Brighton for youth - including capitalizing on all available youth employment funding opportunities.

3. Economic Development

Strategy: Strengthen and diversify Brighton’s local economy by focusing on several local and regional priority areas.

Why this is important: Brighton has an active local economy - however, it can be improved by expanding the existing economic generator sectors (such as tourism, small scale manufacturing and industries, retail and commerce and public/government services) while at the same time focusing growth in new sectors such as entrepreneurship and arts, culture and heritage. Although Brighton’s local economy could be viewed as a standalone component of the Brighton CDP, it is critical that the economy be viewed as an integral and fundamental component of Brighton’s overall community development - and will define Brighton’s future.

What we are trying to achieve: Expand existing local economic development assets and efforts to support entrepreneurship, to support growth of new and existing businesses as well as attract new businesses that will give Brighton a more stable and sustained economy. Create an economy that will provide Brighton’s residents and businesses with new means of generating wealth.

Key Actions:

Education and Awareness

Currently, there seemingly is a lack of awareness and common understanding with respect to economic development. In order for Brighton to develop successfully in the future, it is essential that the economic development role be better understood by the Municipality and the community.

1. Sponsor a local economic development information session. This could be in partnership with the local business community, Northumberland Community Futures Development Corporation (CFDC), the Business Advisory Centre Northumberland, and the Ministry of Economic Development and Trade (MEDT). Outline roles and responsibilities of those delivering economic development services in Brighton and the area. This will also allow for everyone concerned with Brighton’s economic well-being to be brought up to date with what is happening in terms of provincial, regional and local economic development programs and initiatives.

Investment Attraction

Brighton has an opportunity to attract new investment – once there is a location available to accommodate new businesses. By completing the necessary preparation in advance, Brighton will be equipped to successfully respond to any investment inquiries they receive.

2. Undertake an industrial land demand analysis to determine the extent of demand for additional shovel-ready business park lands or built industrial space. Based upon demand, identify areas for potential expansion, and work with the local property owners to develop new business park lands.

3. Ensure investment attraction materials are complete and provide potential investors or site selectors with all required information. Restructure Brighton’s municipal website to contain a comprehensive economic development section, or create a separate economic development website to incorporate information for site selectors and investors, prepare a quick facts brochure, keep the community profile up-to-date, etc.

Housing (as previously stated in *Community Development*)

In order to be able to attract a diverse resident base, it is essential that Brighton offer a broad spectrum of housing options for residents at all stages of life.

4. Undertake a housing needs study to quantify market demand by housing type to accommodate both existing residents (an aging population), as well as any new or returning residents. Work with the development community to create the business case required to diversify existing housing stock and to provide a full complement of housing types - including interim and long-term care housing for seniors if needed.

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5. As per *Key Priorities #7*, partner with the local school boards to begin introducing the concept of entrepreneurship to elementary and high school youth, and develop a youth mentorship program in conjunction with East Northumberland Secondary School matching successful local retirees with youth interested in entrepreneurship.
6. Work with local businesses to develop an increased number of employment opportunities in Brighton for youth - including capitalizing on all available youth employment funding opportunities.

4. Tourism

Strategy: Develop Brighton’s tourism industry by focusing on tourism product development and, in conjunction with Northumberland Tourism, on promotion.

Why this is important: Brighton is home to an abundance of tourism assets – both natural and built – however they are not currently well developed, packaged, or being promoted externally. By focusing on developing Brighton’s overall tourism offering and its widespread promotion, Brighton can take full advantage of its tourism potential.

What we are trying to achieve: Develop a more complete and comprehensive tourism product offering that extends the typical stay of visitors and extends visits into shoulder seasons. Develop marketing collateral for Brighton in order to take full advantage of its tourism potential and create further economic gain for local businesses in the municipality.

Key Actions:

Tourism Inventory

1. As per the *Accommodations Assessment*, better understand Brighton’s strengths and gaps in tourism by preparing a tourism asset inventory of market-ready tourism experiences in Brighton from the *Northumberland Premiere Ranked Tourism Destination report*.

Gaps and Opportunities

2. With the information gathered and analysed in the tourism asset inventory, assess gaps and opportunities in Brighton’s tourism product offerings to extend stay periods and to draw people to the municipality in shoulder seasons.

Strategic Actions

3. Develop strategies to address the gaps and opportunities in tourism offerings.

Implement Waterfront Master Plan

4. Update and implement the *Waterfront Master Plan*.

Tourism Marketing

5. Develop tourism marketing collateral – the program should be based on Brighton’s newly developed brand (see *Key Priorities - Branding and Marketing*) for integration into Northumberland Tourism’s marketing efforts.

Next Steps

Consultation: In order to ensure the people living and working in Brighton have an opportunity to review their Community Development Plan and to provide their input, comments and suggestions on the draft, the following next steps are planned:

1. Online survey soliciting direct feedback on the draft Strategy to go live January 20th, 2012. Survey will close on February 3rd, 2012.
2. Open House to be conducted on January 26th.

Final Community Development Plan and Implementation Plan: At the conclusion of the consultation on the draft Strategy, comments will be compiled, analysed and considered in the revised final Plan.

With the delivery of the final Plan, a detailed Implementation Plan will also be included.

Implementation

The Implementation Plan will recommend an overall implementation schedule, link prioritized action steps with responsible individuals or organizations, priorities, and where appropriate, resource estimates, dependencies, performance measures, possible funding sources, and timelines. The Implementation Plan will also make recommendations on the allocation of Brighton resources for the most effective implementation of the Community Development Plan.

It is also recommended that there be a collaborative municipal-community implementation task force to promote and support the achievement of the actions of the Community Development Plan through collaborative efforts of both the Brighton community and the Municipality of Brighton.

Appendix A - SWOT: Community Consultation

The information below outlines the findings of the Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis which was compiled from input obtained during the public consultation process. Please note that the responses are based on perception and were provided by the community when asked specific questions. These are not listed in any specific order.

Key Strengths

- Quality of life
 - Affordable
 - Small-town feel close to larger urban centres such as Belleville/Cobourg
 - Quiet
 - Welcoming/friendly/caring
- Diversity of Housing
- Location
 - Proximity to Ottawa/Toronto
 - Highway 401
- Strong volunteerism
 - Large retiree residence base
- Community groups (i.e. computer club, Brighton Arts Council, etc.)
- Schools (high school and public school)
- Natural environment/activities
 - Presqu'île Provincial Park
 - Bird watching
 - Ferris Provincial Park
 - Conservation areas
 - Waterfront
- CFB Trenton
- Strong cultural/arts community
- Tourism
 - Travellers on the 401
 - Visitors to Presqu'île Provincial Park
 - Local Bed & Breakfasts
 - Festivals (Applefest, etc.)
 - Gateway to Trent-Severn Waterway, Bay of Quinte
 - Boating
 - Shuttle bus to Presqu'île Provincial Park from Brighton
- Amateur sports/tournaments
- Downtown retail
- Fully-serviced community
- Retirement facilities
- Recreational activities/facilities
 - Walking/cycling trails, arena, soccer/baseball fields, skate park, etc.
 - Community Centre, Masonic Lodge, the Legion, etc.
 - Marinas/yacht club
 - YMCA

- Heritage (Buildings, Proctor House Museum, Barn Theatre, Memory Junction, etc.)
- Agriculture
- A perception that taxes appear to be reasonable
- Library

Key Weaknesses

- Lack of external marketing/branding/promotion
 - Lack of resources to undertake this
- No interim housing/long-term care facility for seniors
- Library is small and old
- Lack of medical facilities
- Failure to protect, support & value cultural and built heritage
- Lack of cultural diversity
- No municipally owned and strategically located property for industrial or commercial development
- Industrial Park – all trucks need to go through downtown
- Limited industry
- Lack of shovel-ready industrial land
- Lack of strategic direction/vision
- Lack of office space
- Aging, neglected infrastructure
 - Minimal tax base to support community infrastructure
- Lack of community meeting space/place (no cost)
- No social, entertainment options (bars, pubs)
- Lack of activities for youth
- Lack of waterfront development
- Shortage of doctors
- Lack of leadership
 - Council lacking vision, action/implementation, cohesion
- Lack of communication between Council and the community
- Negative messaging/image of Council meetings by local media
- No plan to attract business
- Poor municipal website
- Fragmented community – do not all associate with Brighton, urban vs. rural
- Groups working in silos (i.e. Chamber/BIA not at ED Committee)
- Volunteer burnout
- Store turnover on Main Street/lack of variety
- Hours of store operation
- Lack of recreational programming
 - No recreational programmer
 - YMCA beginning to offer less programming
- Need improved/expanded trails network
- Neglected environment & loss of wetlands
- Reliance on Presqu'île Park
- 401/30 intersection
- Resistance to change

- Lack of community partners/champions to move strategy forward
- Not enough tourism investment, knowledge of potential tourism market, tourism leadership
 - Limited accommodation
 - Seasonal
- No public washrooms
- Labour costs and supply
- Lack of Senior's services
- Community needs beautification – more welcoming, improved curbside appeal
- No appetite for economic development
 - No money
 - No Economic Development Officer
- Lack of employment, especially for professionals/youth
- Lack of transit
- No post-secondary education
- Limited communication/promotion of community events
- Need diversity of housing

Key Opportunities

- Act! Do something! Commit! Invest!
- Strategic vision
- Identify community champions
- No-cost community meeting space
- Accessible buildings – for senior/disabled population
- Potential gallery/meeting place at the Gates
- Preserve buildings and take advantage of extra space
- Public, accessible washrooms with signage
- Invest in tourism – make Brighton a destination
 - Tourism networking/community group
 - Take advantage of free opportunities from Ontario Tourism
 - More accommodations
 - Marketing, advertising, branding – promote what Brighton has to offer
 - Convention facilities
 - Restaurants
 - Birding/eco-/agri/sport tourism
 - Better connect Presqu'île Park to Brighton
- Improve communications
 - Advertise events (i.e. Barn Theatre, etc.)
 - Advertise events in Brighton to visitors to Presqu'île Park
 - New/improved website
- Preserve and develop waterfront
- Small scale/light industry
- Bring rail into industrial area
- Expand industrial park, shovel-ready industrial land
- Industrial park close to 401 (service lands)
- Seniors Centre
- Entrepreneurship Centre/Incubator space – entrepreneurship support and mentorship

- Develop readily-available office space
- Adequate technological infrastructure for businesses
- Increase accessibility to key markets
- Beautify 401 exit
 - Signage to attract tourists to Brighton
- Increase beautification efforts downtown
- Improve current community infrastructure
- Variety of retail downtown
- Consumer study/leakage study to see where money being spent
- Greenspace and trail development
- Entertainment/social facilities (i.e. pub)
- Activities for youth
- Recruit new volunteers
- Capitalize on CFB Trenton market
- Develop a Brighton Ambassador program to communicate programs and activities available
- Informal networking/partnership group for community groups and leaders
- Council/staff work together
- Support home-based businesses
- Close landfill and develop into public area
- Expand the library
- Seniors/Youth Centre
- Increased employment opportunities (professional and for youth)
- Attract youth/young families
- VIA stop in downtown Brighton
- Increased municipal resources to get things done
- Develop strong relationships with partners/neighbouring communities
- Focus on local agricultural production (Farmers' Market, Applefest, etc.)
- A Town Square

Threats and Constraints

- Council/lack of political will
- Volunteer burnout
- Resistance to change
- Uncontrolled development/improper planning
- Become known solely as a retirement community
- Lack of commitment to community development/implementation on behalf of both the Municipality and the community itself
 - Lack of community champions
 - Lack of action
- Lack of resources
 - Funding
 - Human resources
- Lack of strategic direction/vision
- Demolition of former school building/other historical buildings
- Unsafe areas developing (drugs, gangs, violence, etc.)

- Lack of promotion of what Brighton has to offer
- Industries that pollute
- Lack of community amenities/attractions to draw people to Brighton
- Lack of support for new businesses
- Division in the community
- Conflicting relationships with partners (i.e. Quinte Economic Region vs. Northumberland County)