



THE MUNICIPALITY
OF BRIGHTON

STRATEGIC
PLAN

2008

Vision

Our Vision looks out 20 years.

“Where the Past Greets the Future”

Brighton is a lifestyle. Supported by a diverse economy, this is an affordable, friendly place in which to thrive and raise a family. We are a community that preserves & celebrates its built & natural heritage.

Mission

Brighton will continue to grow responsibly, respecting our unique rural & urban heritage. We will maintain our community charm & provide friendly services to all residents & visitors.

Principles

We will:

1. Nurture a safe and healthy community to maintain a high quality of life
2. Be fiscally responsible
3. Be environmentally responsible
4. Promote effective communication
5. Preserve & promote cultural and heritage assets
6. Provide a local government that is accountable & transparent
7. Support our local economy

Values

1. Public safety
2. Fiscal responsibility
3. Accountability & transparency
4. Integrity
5. Our quality of life and community spirit
6. Customer service

Strategies

Brighton Council has selected 5 high-level strategic choices that will determine how we will achieve our vision and mission in the next 20 years. Corresponding goals, actions & appropriate measures were identified per strategy.

Strategy #1: Tourism

We will dramatically increase tourism in the municipality with the following critical choices:

1. Develop a plan to increase available accommodations for visitors
2. Develop an integrated marketing approach
3. Enhance & schedule our current events in coordination with other stakeholders
4. Create and re-vitalize new & existing attractions

Tourism Goals

1. Determine the need to increase the number of available accommodations which will provide employment opportunities in this industry.
2. Achieve an obvious increase in the number of tourists that attend attractions and events as measured by survey results
3. Outside partnerships will be increased annually
4. Increased awareness of Brighton to outsiders versus 2008 benchmarks

Tourism Actions

1. Tourist accommodation study completed
2. Establish tourist event participation & awareness benchmarks in 2009
3. Develop an integrated tourism marketing plan
4. Continue the build on the "Network Brighton" initiative as a useful way of coordinating tourism and marketing
5. Improve Highway #401 new signage
6. Develop an incentive plan to attract new entrepreneurs and encourage current businesses to expand.

Tourism Measures

1. Number of accommodation bed spaces are adequate
2. Survey results from tour participants
3. Track number of initiatives, bus tours & media events
4. Highway #401 new signage is installed

Strategy #2: Industrial and Commercial Economic Development

We will attract & develop economic development opportunities within the municipality

Economic Development Goals

1. Grow industrial & commercial opportunities to achieve an 80% Residential/20% Industrial/Commercial tax base by 2020
2. Ensure remediation of all existing “Brown Field” properties by 2015
3. Improve the flow of goods & services in & out of the Industrial Space by 2017
4. Improve broadband access throughout the municipality.
5. Actively pursue creative economy action plan.

Economic Development Actions

1. Identify & create investment-ready lands
2. Investigate “Brown Field” opportunities
3. Study of transportation infrastructure needs for economic development, and the community impact
4. Provide designated lands for industrial & commercial expansions in the Official Plan
5. Monitor and support the Northumberland County broadband initiative.
6. Staff and BEDC to prepare a creative economy strategy.

Economic Development Measures

1. Number of businesses established in the new Industrial Park space
2. Use of re-mediated “Brown Field” lands
3. A new road network is defined

Strategy #3: Quality of Life

We will invest to improve the quality of life within the municipality with the following critical choices:

1. Invest in a new social centre
2. Improve our existing facilities
3. Invest in improving green space and trails
4. Work with physicians in the community to meet primary health care needs.
5. Provide excellent first response emergency services
6. Implement accessibility recommendations
7. Support library facilities and programs.
8. Ensure safety around the railway corridor.
9. Manage growth proactively respecting our vision, mission, principles and values.

Quality of Life Goals

1. Provide space to enhance recreational and social activities by Fall, 2008
2. Expand primary health services to meet the needs of the community in cooperation with health care providers
3. Maintain the provision of excellent emergency services
4. Develop a heritage site catalogue
5. Ensure that growth and development reflect preservation and enhancement of Brighton's lifestyle, ambience and community charm.

Quality of Life 2007/08 Actions

1. Build a new social centre by Fall, 2008
2. Improve our arena facilities by Fall, 2008
3. Complete a comprehensive future recreational needs study by 2010
4. Develop a parks, green space and trails master plan by 2010
5. Implement heritage conservation policies
6. Recruit primary health care providers
7. Benchmark first response emergency services
8. Initiate accessibility recommendations
9. Develop a draft new Official Plan by early 2009.

10. Adopt a new Official Plan and submit for Provincial approval by mid 2009.
11. Develop a Brighton Specific draft growth strategy in conjunction with the Northumberland Growth Management Strategy by mid 2009, and form an Advisory Committee of Council.

Quality of Life Measures

1. Increased amount of space used for quality of life initiatives
2. Increased number of users of all facilities
3. Fewer orphaned patients
4. Emergency services response times versus 2007 benchmarks

Strategy #4: Waterfront

Protecting our waterfront and planning for future possibilities as opportunities present themselves. The following principles have been developed to help key leaders deal with those potential future opportunities:

Waterfront Guiding Principles

1. We will develop integrated recreational, health, social, educational and economic opportunities across the breadth of the municipal waterfront, according to an approved Waterfront Master Plan, while ensuring maximum environmental protection for this sensitive area.
2. We will ensure that waterfront development is undertaken through active consultation and partnerships with local interest groups, commercial interests, provincial and federal government agencies and any interested non-government interest groups.
3. We will promote and protect all waterfront facilities and lands as active and important components of all tourism and economic development programs.

Waterfront Goals

1. All existing Municipal waterfront properties are clean and well maintained in 2008
2. Brighton is positioned as a boating community 'Destination of Choice' by 2010
3. An integrated system of trails for pedestrian and bicycle traffic is created across the Municipal waterfront from Presqu'île Park and it links with Quinte West and Prince Edward County by 2015 ensuring a relationship to the Greater Waterfront Trail initiative.

Waterfront Actions

1. Clean up, upgrade, supervise and maintain all Municipality-owned waterfront properties in 2008
2. Create a Waterfront Master Plan ensuring a linkage to 3.3 and 3.4
3. Identify desirable properties with potential for Municipal purposes and acquire them, subject to budget constraints, as they become available and as they support the implementation of an approved Waterfront Master Plan by 2010
4. Identify the optimum number and quality of docking facilities and services at the Municipal Marina in partnership with commercial marina interests by 2010
5. Adjust the number of docking facilities in accordance with the above study by 2011
6. Adjust the services available to boaters at the Municipal Marina including such things as showers, tourist information, bicycle availability to access the urban area by 2012

Waterfront Measures

1. Annual inspections reveal no deficiencies in the property standards for Municipality owned waterfront properties
2. A Waterfront Master Plan is completed and approved by Council by 2010
3. A list of waterfront properties of potential interest to the Municipality is created in 2008
4. A study of boating facility needs is completed by 2009
5. The docking facilities are increased according to an approved plan by 2010
6. The services identified as necessary in the study are provided according to an approved plan by 2010

Strategy # 5 – Resource Conservation

We will preserve, protect and enhance our environment and natural heritage with the following critical choices:

1. Invest in resource conservation programs
2. Implement a conservation policy for the natural and built heritage assets

Resource Conservation Goals

1. The Municipal waterfront is fully protected from environmental threats posed by the existing infrastructure, development pressures and other proposed uses by 2010
2. Provincially Significant Wetlands along the Municipal waterfront are positioned as an 'Environmental Classroom' by 2010
3. Engage the community in conservation resources ie, energy, water, etc.

Resource Conservation Actions

1. Create a working group to develop and recommend a resource conservation action plan by 2009
2. Support & encourage resource conservation programs as requested
3. Communicate Brighton Council support and encouragement in 2008/2009 for area schools and interested groups to:
 - a. Create and expand environmental programs along the Municipal waterfront
 - b. Identify the physical facilities and resources necessary to implement them
4. Create a Storm water Master Plan to reduce the impact of storm water runoff on the Municipal waterfront by 2011
5. In support and in co-operation with interested partners, assist in creating teaching facilities within the wetlands as opportunities arise

Resource Conservation Measures

1. Active student programs are taking place along the Municipal Waterfront by 2012
2. A Storm water Master Plan is developed, approved by Council, and implemented by 2012
3. Teaching facilities are constructed according to identified needs by 2011

Summary

Brighton's new vision is set. The mission is clear. The strategic choices and supportive goals and actions are defined. There is much to be done.

With this plan, Brighton Council and Staff have laid the groundwork essential to embracing the social, cultural and economic development challenges of this growing & dynamic Municipality.

This document signifies our commitment to making it happen.

Last updated 12.2009