



Strategic Plan 2019

DRAFT

Values

We believe we are a level of government closest to the people. Staff and council will fulfill our mandates to the ratepayers and the municipal corporation by:

- Developing a team approach to municipal initiatives
 - Being fiscally and socially responsible
 - Providing open communication
 - Being community oriented
 - Providing properly running infrastructure
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Mission

Brighton is a community with dedicated volunteers and staff that will work together to set and achieve our goals.

Vision

Brighton will be a draw for people and businesses and allow our residents to age in-place.

Strengths – Weaknesses – Opportunities – Threats

Strengths

Policies and Plans: The municipality has good policies (human resources, work orders, budgeting, maintenance) and plans (storm water, fire etc.) in place or in progress.

Capital Assets: The municipality has well maintained capital assets including its rolling stock (vehicles), parks, trails, industrial park lands, recently renovated municipal centre and library, water plant (less than 20 years old) with capacity, recent information technology upgrades and a new website.

Staff: The municipality has professional staff with years of experience and a high level of work ethic who keep up-to-date on professional development.

The community: Brighton has a dedicated base of retirees ready to bring their expertise in a volunteer capacity.

Weaknesses

Needed upgrades: There are upgrades needed in the municipality including more efficient buildings, bylaws, policies, recreation infrastructure, wastewater pollution control plant, fire truck replacements, audio-visual technology in council, and master plans.

Municipal team: The municipality needs to fill critical positions and prepare a succession plan.

Community and economic development: The municipality lacks community engagement and has lost its partnerships with local business and regional organizations.

Infrastructure needs: The municipality is separated by the 401 and the railroad tracks. These separations create concerns for emergency service response. With fire stations in Codrington and “downtown” there is a concern with emergency response in the south part of Brighton.

Opportunities

E-systems: The municipality could migrate to electronic work order and complaint forms, data and GIS collection.

Certifications: The municipality could on board a Community/Economic Development staff person who is responsible to aid local departments with certifications (firefighters – Industrial Park etc.), aid in grant applications and local partnerships.

Partnerships: The municipality may consider developing partnerships locally (Chamber, DBIA etc.), regionally (Quinte – County) and beyond (associations) to improve resource use, economic development and tourism opportunities.

Access to capital: The municipality has a large loan capacity and healthy reserves.

Threats

Revenues: Tax revenues remain heavily based on residential taxes.

Services: Our neighbouring communities are well positioned to attract staff, businesses and aging residents.

Behaviours: With populism on the rise and a local demographic with high expectations of service, the municipality has many needs and wants to balance.

Strategies

Complete statutory mandates and review/implement past plans.

| GOALS | RESPONSIBLE DEPARTMENT | DEADLINE DATE |
|------------------------------------------------------------|------------------------|----------------|
| Develop a strategic asset management policy | Finance / Public Works | May 2019 |
| Determine if Brighton will permit retail sales of cannabis | Administration | January 2019 |
| Prepare a development charges study | Finance | September 2019 |
| Identify accessibility requirements in facilities | Planning | December 2019 |

Promote wellness in the community.

| GOALS | RESPONSIBLE DEPARTMENT | DEADLINE DATE |
|-------------------------------------------------------------------------------------------|------------------------|---------------|
| Implement recreation trails master plan recommendations | Parks and Recreation | December 2020 |
| Develop medical space (to accommodate doctors AND other medical services) | Administration | January 2024 |
| Prepare a updated recreation facilities plan | Parks and Recreation | January 2021 |
| Promote wellness initiatives for children and teens | Parks and recreation | June 2022 |
| Plan for a dedicated recreation/fitness facility that includes opportunities for aquatics | Parks and recreation | April 2022 |
| Create/redevelop space for a new "senior" drop-in centre | Administration | November 2021 |
| Assist in funding the skateboard park | Finance | February 2019 |
| Build an outdoor skating rink | Parks and Recreation | December 2025 |
| Plan for new ice surface (arena/curling) | Parks and Recreation | January 2021 |

Be a responsible municipal team.

| GOALS | RESPONSIBLE DEPARTMENT | DEADLINE DATE |
|------------------------------------------------------------------------|------------------------|----------------------|
| Develop a strategic plan | Administration | February 2019 |
| Hold team building sessions (staff/council) | Administration | July 2019 |
| Develop annual budgets | Finance | March (annually) |
| Fill key staff positions | Administration | June 2019 |
| Create staff positions to aid with strategic and legislative pressures | Administration | December 2019 |
| Update the strategic plan | Administration | September (Annually) |
| Update the asset management plan | Finance | July 2020 |
| Prepare a facilities condition assessment report | Public Works | December 2019 |

Develop a robust economic development and tourism framework.

| GOALS | RESPONSIBLE DEPARTMENT | DEADLINE DATE |
|--------------------------------------------------------------------------------------------------------------------------|-------------------------------|----------------------------------|
| Create an Economic Development committee that includes a specific terms of reference and includes the business community | Planning | January 2020 |
| Advocate for and seek opportunities to help provide stable, reliable and affordable internet services. | Planning | September 2019 to September 2021 |
| Develop a business attraction, retention and succession planning committee | Planning | January 2020 |
| Develop a tourism attraction and return plan that includes wifi in downtown | Planning/Parks and Recreation | August 2019 |
| Continue our commitment to regional (Quinte & Northumberland) economic development | Planning | March 2019 |

Build a workable and livable community.

| GOALS | RESPONSIBLE DEPARTMENT | DEADLINE DATE |
|------------------------------------------------------------------------------------------------------------------------|------------------------|----------------|
| Update the comprehensive zoning bylaw | Planning | September 2019 |
| Update the official plan (including “affordable” housing) | Planning | March 2020 |
| Prepare a downtown traffic flow that moves traffic and makes pedestrian safety a priority | Public Works | September 2020 |
| Develop planning policies that require developers to build multi-unit / multi-residential / “affordable” housing units | Planning | March 2020 |
| Enhance public transportation | Administration | June 2020 |
| Identify natural heritage assets | Planning | October 2022 |
| Facilitate the redevelopment of the former gas station (Mac’s property Prince Edward / Elizabeth) | Planning | May 2022 |
| Advocate for rail service/stop | Planning | June 2025 |
| Support ongoing built heritage initiatives | Planning | Ongoing |

Support Fire and Rescue services.

| GOALS | RESPONSIBLE DEPARTMENT | DEADLINE DATE |
|-------------------------------------------------------------------|------------------------|----------------|
| Implement recommendations of the Fire Master Plan | Fire | January 2020 |
| Construct a combined new fire/ambulance station | Fire | September 2021 |
| Plan for an overpass/underpass at John Street (east of No Frills) | Public Works | November 2026 |
| Review and update the Fire Master plan | Fire | June 2022 |

Engage with members of the community effectively and more frequently.

| GOALS | RESPONSIBLE DEPARTMENT | DEADLINE DATE |
|-----------------------------------------------------------------------------------------|------------------------|----------------|
| Work with youth and young families to ensure engagement in the community | Administration | June 2019 |
| Develop a newsletter for council/community information | Administration | September 2019 |
| Develop a customer service policy that is required for all front-line staff and council | Administration | October 2020 |
| Update audio-visual technology in the council chambers | Administration | January 2021 |
| Study a ward system for the 2022 elections | Administration | December 2021 |
| Create a council page program | Administration | May 2019 |
| Create opportunities to develop community-based council committees | Administration | June 2020 |
| Develop e-services to provide community with better access to municipal services | Administration | June 2022 |

Repair and maintain critical infrastructure in a timely and fiscally responsible manner.

| GOALS | RESPONSIBLE DEPARTMENT | DEADLINE DATE |
|------------------------------------------------------------------------------------------------|------------------------|---------------------|
| Develop an infrastructure / maintenance plan that includes funding models for road replacement | Public Works | February (Annually) |
| Continue upgrades to Municipal Centre | Public works | August 2020 |
| Implement the storm water master plan recommendations | Public Works | April 2020 |
| Prepare a water supply continuity plan | Public Works | October 2024 |
| Develop a plan for water/wastewater service | Public Works | January 2028 |