



**Strategic Plan**  
2023

## **Mission**

We protect the health, safety and well-being of the community, provide fiscally sound and efficient customer service, uphold the public interest and advance the community towards our Vision.

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## **Vision**

We will preserve and enhance the unique and welcoming character, community-oriented values and quality of life for all who live, work and visit the Municipality of Brighton.

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## **Values**

- Being devoted to a high level of Customer Service
- Developing a team approach to municipal initiatives
- Being fiscally, socially and environmentally responsible
- Providing open and transparent communication
- Being community-oriented
- Being responsible stewards of Community Assets
- Health and well-being
- Fostering Inclusivity and Diversity

## Strengths, Weaknesses, Opportunities and Threats

### Strengths

**Administratively:** The Municipality has a seasoned professional staff with a strong work ethic who are focused on change management and best management practices.

**Environmentally:** Located along the shores of Lake Ontario, with easy access to ecologically rich environments through parks and trails, good quality water, temperate climate and numerous natural assets.

**Economically:** Our location, bordering three counties, provides the advantage of overlapping regional supports in economic development, marketing and tourism.

**Socially:** Brighton has a strong and active volunteer base of retirees eager to share both their expertise and time with a pool of talented youth attending our local schools.

**Infrastructure:** The Municipality has a well-maintained municipal asset base.

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### Weaknesses

**Administratively:** Proactive growth of our administrative infrastructure (systems, policies and staffing) addressing the lack of change readiness.

**Socially:** Brighton lacks reliable internet connectivity, social infrastructure including medical services, transit and affordable housing, public green spaces. There are concerns with an inconsistent implementation of accessibility standards and emergency response south of the railway tracks.

**Environmentally:** Areas of the community at an increased vulnerability to flooding due to the high-water table. Currently, there is no Sustainability or Climate Action Plan. Brighton's Water Pollution Control Plant requires expansion and adherence to Ammonia effluent standards.  
Identification, mapping and marketing of capital assets is lacking.

**Economically:** There is a need for assessment diversification through growth in the Industrial, Commercial and Institutional sectors.

## Opportunities

**Administratively:** The municipality could review government policy as a means of reducing bureaucratization and modernize e-services to enhance customer service. The implementation of Cultural Plan could enhance staff development, recruitment and retention.

**Socially:** There is strong public interest in having a Multi-Use Recreation Facility inclusive of pool. The municipality's demographic could benefit from the enhancement of an accessible and comprehensive health services inclusive of a Multi-Service Health Clinic.

**Economically:** Brighton could enhance access to rural broadband service and offer increased options for visitors and tourist for lodging, including hotel accommodation. The community's demographic may also benefit from additional senior facilities.

**Technologically:** Positive trends in artificial intelligence and automation, efficiencies in cloud- based and GIS technology could enhance and streamline staff workload and customer service.

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## Threats

**Socially:** Brighton has a lack of access to affordable housing, high-speed internet in rural areas and doctors and nurse practitioners. The community is physically divided by railway tracks and there is also a perceived lack of diversity and inclusivity. The local demographic has high expectations, the municipality needs to manage customer expectations and behaviours and be aware of global labor market conditions.

**Environmentally:** The municipality doesn't have a Sustainability/Climate Action Plan.

**Economically:** Brighton lacks a diverse tax base and is impacted financially by policy changes at both the Federal and Provincial level.

# Strategies

## A. Health and Health Services

	<b>Goals</b>	<b>Department Responsible</b>	<b>Deadline/Date-Status</b>
1	Increase access to Primary Care including Family Doctors/Nurse Practitioner led clinics and a broader array of health services	Administration	September 2024
2	Develop medical space (to accommodate doctors and other medical services/medical practitioners) in partnership with the Health Services Advisory Committee	Administration Health Services Advisory Committee	December 2024
3	Identify and enhance facility accessibility	Public Works Clerks	January 2025
4	Assess Needs for a Social Development Strategy	Planning	December 2023

## B. Park and Parklands

	<b>Goals</b>	<b>Department Responsible</b>	<b>Deadline/Date-</b>
1	Develop an implementation strategy for the Parks Master Plan	Parks and Recreation	September 2023
2	Implement recreation trails master plan recommendations including enhanced walking trails/bike lanes	Parks and Recreation	Ongoing
3	Development of a new recreation center with priority of an indoor pool in partnership with other organizations	Parks and Recreation	January 2030
4	Ensure new developments are integrated with Parks and Recreation Master Plan	Parks and Recreation Planning	Ongoing
5	Build and expand outdoor recreational space that accommodates all season sporting opportunities including recreational skating, basketball courts, accessible parks, marinas/docking, pickleball courts.	Parks and Recreation	Ongoing
6	Promote an Arts and Culture Plan	Parks and Recreation Economic Development	June 2024

### C. Customer Service

	<b>Goals</b>	<b>Department Responsible</b>	<b>Deadline/Date-Status</b>
1	Review Annual Budget Process	Finance	Ongoing
2	Develop a 5 Year Operational Plan	Finance	December 2024
3	Develop a 10 Year Capital Plan	Finance	December 2024
4	KPMG Culture Plan Implementation	Administration	March 2024
5	IT Master Plan Implementation	Administration Finance	September 2024
6	Engaging/Promotion/Support of Volunteerism in the Community	All Departments	Ongoing
7	Review Shared/Consolidation of Services with Northumberland County	All Departments	June 2024
8	Develop Asset Mapping that includes social and natural assets	Public Works Planning	September 2024
9	Streamline Planning/Approval Process	Planning	Ongoing

## D. Economic Development

	<b>Goals</b>	<b>Responsible Department</b>	<b>Deadline/Date-Status</b>
1	Continue our commitment to regional (Quinte & Northumberland County) economic development and tourism	Economic Development	Ongoing
2	Advocate for and seek opportunities to help provide stable, reliable and affordable internet services.	Planning Finance Economic Development	December 2025
3	Develop a local Economic Development Strategy	Economic Development	January 2025
4	Implement a Community Improvement Plan for Brownfield Remediation, Affordable/Social Housing Developments, and develop Downtown Revitalization Opportunities	Planning Economic Development Finance	March 2024
5	Attract a full-service hotel	Economic Development	January 2027
6	Implement a downtown revitalization strategy	Economic Development	January 2026
7	Facilitate the redevelopment of the former gas station (Mac's property Prince Edward / Elizabeth	Planning Economic Development	Ongoing



## E. Transit and Transportation

	<b>Goals</b>	<b>Department Responsible</b>	<b>Deadline/Date-Status</b>
1	Develop/promote alternative transportation through the installation of EV Charging Stations	Public Works	October 2024
2	Advocate for bus service/stop	Administration	Ongoing
3	Advocate for rail service/stop	Administration	Ongoing
4	Development of a Transportation Master Plan	Public Works	October 2024

## F. Public Safety

	<b>Goals</b>	<b>Department Responsible</b>	<b>Deadline/Date-Status</b>
1	Complete a comprehensive review of the Fire Master Plan including the development of an implementation strategy	Fire	March 2024
2	Construct a combined new Fire/EMS station	Fire	March 2025
3	Develop design of a Connecting Link between the Industrial Park and County Road 64	Public Works	January 2025
4	Enhancement of Bylaw / Traffic Enforcement (Complaint basis/Proactive Hybrid Model)	Planning	March 2024
5	Review of Bylaw Complaints Policy	Planning	December 2023
6	Advocate for relocation of EDR route to Telephone Road from County Road 25 to 30	Public Works	Ongoing
7	Plan for an overpass/underpass at John Street (east of No Frills)	Public Works Planning	January 2025

## G. Housing and Supply

	<b>Goals</b>	<b>Department Responsible</b>	<b>Deadline/Date-Status</b>
1	Development of a Land Banking Program	Planning	Ongoing
2	Development of a Mixed Residential Growth Plan (Municipal/Developer P– 3 Partnership Agreements) inclusive of financial incentives	Planning	January 2026
3	Undertake a Comprehensive Official Plan Review and Zoning Bylaw Update	Planning	January 2026
4	Develop policy to increase affordable housing through high density housing through Secondary Plan	Planning	March 2024
5	Develop planning policies that require developers to build multi-unit / multi-residential / affordable housing units	Planning	December 2023
6	Prepare Secondary Plans under the Official Plan for future development	Planning	March 2024

## H. Infrastructure

	<b>Goals</b>	<b>Department Responsible</b>	<b>Deadline/Date-Status</b>
1	Develop/increase investment in infrastructure / maintenance plan that includes funding models for road/sidewalk replacement	Public Works	Ongoing
2	Water and Wastewater Rate Study, including review of possible Impost Fees	Public Works Finance	December 2024
3	Implement the storm water master plan recommendations	Public Works	Ongoing
4	Prepare a water supply continuity plan	Public Works	December 2024
5	Complete update to the Roads Needs Study	Public Works	December 2024
6	Design and construct Industrial Park Servicing (Streetlights/Wetland Reclamation	Public Works Planning	March 2024
7	Commence Inflow/Infiltration program to recapture capacity, including the use of incentives for sump pump disconnection	Public Works Finance	January 2024
8	Complete Water Modeling Study and Water Sustainability Plan	Public Works	June 2025 June 2028
9	Design Wastewater Treatment System identified in the EA	Public Works	December 2024
10	Support ongoing built Heritage Initiatives	Planning	Ongoing
11	Identify natural heritage assets including those owned by others: Lower Trent Conservation Authority (LTCA), Ducks Unlimited (DU), Northumberland County Council (NCC), Nature Conservancy of Canada, MNR, Northumberland Land Trust, Provincial Parks	Planning	December 2025

## I. Environment and Sustainability

	<b>Goals</b>	<b>Department Responsible</b>	<b>Deadline/Date-Status</b>
1	Prepare a Sustainability Plan	Planning Sustainability Advisory Committee	September 2024
2	Develop a Climate Change Strategy	All Departments Sustainability Advisory Committee	September 2024

## Implementation of Strategic Plan

Approved by Council of the Municipality of Brighton, the Strategic Plan will provide a future outlook for the organization.

The successful implementation of the Strategic Plan is dependent upon four (four) key elements:

1. Council Adoption of the Strategic Plan including support and direction to focus on a long-term perspective of program and service planning, delivery and evaluation.
2. Annually, the Chief Administrative Officer and Senior Management Team are responsible for developing strategic initiatives in support of strategic values identified within the Strategic Plan. The Work Plans will identify the necessary resources/timelines to carry out the activities that support the Strategic Plan.
3. Continued involvement from employees, residents, businesses and key stakeholders to ensure that the Municipality of Brighton remains current in program and service delivery.
4. Continued monitoring and reporting of the progress of the Strategic Plan each year through the annual budget process. The budget process will provide an update on the achievement of the actions contained in the Strategic Plan and outline the initiatives and resources to move forward within the future.