



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
-

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