



Business Plan for the Brighton Business Park

Municipality of Brighton

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Objectives of the Business Plan

The Municipality of Brighton has recently purchased 51 acres of industrially-zoned land that abuts the northeast boundary of the existing Brighton Business Park. In the *2007 Employment Lands Strategy* completed by Millier Dickinson Blais Inc. this property was identified as the preferred alternative for new employment lands. With the land now in possession, the Municipality wants to quickly service this new supply of property so that it is ready for investors.

The goal of this Business Plan is to provide updated market intelligence and marketing advice to improve the Municipality's prospects of selling its land and more quickly create new tax assessment and local jobs. Based upon consultant knowledge and the input of municipal representatives, local business owners and others involved in local and regional industrial development the Business Plan covers three main sections.

1. **Market Demand Analysis** – Defines the economic development environment by examining potential demand from companies in Brighton and the business park lands that are available within 100 km of Brighton.
2. **Land Supply Analysis** – Discusses the advantages and disadvantages of land development scenarios in an effort to maximize the development capacity of the municipally-owned property.
3. **Marketing/Promotions Action Plan** – Delivers marketing and promotional ideas that, based on the competitive environment, identifies unique selling messages and a promotional plan that pinpoints the most cost effective ways for the Municipality, working with its economic development partners, to reach these targets.



Part I

Market Demand Analysis



Part I - Market Demand Analysis

This part of the report explores the demand side of Brighton's existing business base and the region around Brighton.

Interviews were held with local manufacturers, distributors and professional office businesses in order to project the short, medium and long-term needs of the local business community. Developers and officials from the local governments and economic development offices in the region were contacted to examine past growth and future growth projections.

To understand the region's demand market, an industrial land market analysis was conducted. Information on industrial and business parks within 100 km of Brighton was collected including pricing, availability of land, tax rates, development charges, transportation linkages, servicing characteristics and planning policy issues.

The information gathered in this section will paint a complete picture of what the competition is providing to attract business and how Brighton can position itself to be a leading destination.

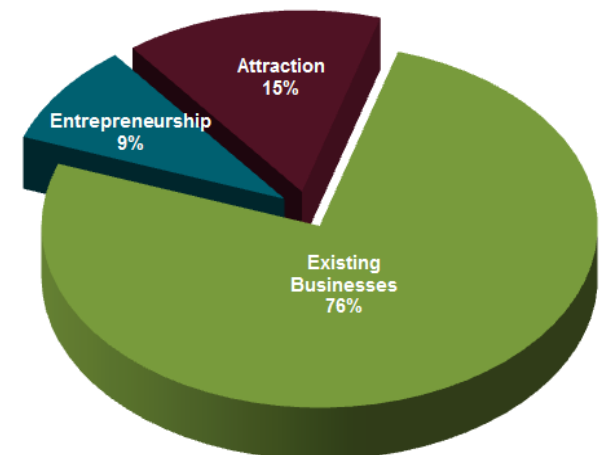
1.1 The Importance of the Existing Business Base on Demand

The demand side (where new investment will come from) includes Brighton's existing business base, the region around Brighton and the national and international markets. Nevertheless, it is suspected that the latter two this will form a relatively small proportion of all land sales. Most interested purchasers will come from the regional (i.e. Toronto, Montreal) market places.

Furthermore, most of that regional demand is most likely to come from the local market. In fact, local businesses are normally a primary source of land sales in any community. As such, existing local business owners and entrepreneurs are primary targets for expansion into the business park. It is simplest for them to manage an expansion from their existing location and retain their workforce, resources and business support networks.

Research studies have shown that existing businesses create the majority of employment growth in both growing and stagnant economies. Research completed by Blane Canada Ltd. has indicated that 76% of new jobs come from existing businesses, 15% from new businesses that have recently entered the community and 9% from new business start-ups. This is confirmed by other studies on the subject.

FIGURE 1.1 – HOW JOBS ARE CREATED



Source: Blane Canada Ltd.



Consider these ideas when thinking about how it is common sense for the Municipality to ensure local businesses are happy and want to expand in Brighton.

- Existing businesses already have a stake in the community and are demonstrably contributing to the economic vitality and social fabric of the community.
- Business owners know that it is easier and less expensive to retain existing customers. The same thing is true for communities that focus on retaining existing businesses.
- Keeping what you have is good for the development and growth of smaller firms. Businesses that export goods and services generate the revenue that funds smaller, local, service businesses. Both types of firms are necessary and the service firms may not survive if the exporting firms close or move away.
- Every economy loses about 10 percent of its jobs annually due to retirements, business closings, product life cycles, etc. Existing businesses are best positioned locally to replace those jobs.
- Finding and fixing problems for existing businesses may identify businesses for targeted recruitment efforts.
- Satisfied existing businesses can be a community's best ambassadors when recruiting new firms to the area as well as serving as a source of leads when seeking new firms to recruit.
- If an existing business is a thriving and growing concern, or is viewed as having growth potential, it may be the target of recruitment activities by another community. Thus it is in the best interests of local communities to make every effort to retain them.
- Existing businesses are also ambassadors for industry recruitment. The ladder figure to the right is analogous to the increasing 'commitment' of businesses to the community. The objective should be to get every business to be an advocate of the Municipality of Brighton. No longer are business owners just doing business in the community and creating jobs and paying taxes, but they are talking positively to their business peers about the merits of establishing in Brighton.

FIGURE 1.2 – COMMITMENT OF LOCAL BUSINESSES TO BRIGHTON



Local business owners and entrepreneurs will want to understand the plans for the business park expansion, the status and timing of servicing and costs for purchasing land. The information that they expect from the Municipality will be less technical but more frequent. Simply networking with these people at events and including them in communications will reach this target market.

Anticipated Demand from Existing Business

As part of the process of assessing the market demand related to the expansion of the business park in Brighton, the Project Team undertook a detailed telephone-based survey of local business leaders. The primary goal of this survey was to better understand the dynamics of internally-driven industrial growth in Brighton. Selected companies were those either currently in the business park or whose business would be well placed in the expanded business park.



These businesses have been in Brighton 15 to 60+ years suggesting Brighton can provide a stable operational environment. Additionally, most operations began in Brighton with some owners stating they feel Brighton is a very competitive location.

To determine perceptions of infrastructure and local business environment, owners were asked about Brighton as a place to operate. Owners were asked to consider location, transportation links, local taxes, servicing and municipal support.

- Overall, those interviewed were found to have a positive view of the local infrastructure and business environment, which reflects the same attitude of the *2007 Employment Lands Strategy* suggesting that owners are still positive with Brighton's business environment despite the economic hardships in the past five years.
 - Location was listed as the Municipality's greatest asset, due in large part to Brighton's proximity to the 401 and, by default, the Toronto-Montreal business corridor. Respondents stated that Brighton's location provided good connections for shipping and receiving.
 - Local transportation links were deemed to be reasonable by the respondents. The largest negative responses surrounded the conflict between road and rail traffic within the community as a cause for concern, which was also reported in the 2007 study.
 - Most businesses found that local taxes and regulations in Brighton were not restrictive to their operation. Most found the taxes to be reasonable considering the tax base the Municipality has to operate within.
 - Businesses were generally satisfied with local sewer, water and electricity services. Some concern arose around electricity delivery where some businesses noted that brownouts occasionally occur.
 - When asked about the support received from the Municipality for their particular business, the response was a split between positive and negative. Some businesses stated that the Municipality purchases their products and advertises with them during Municipal events, but other businesses stated that no contact from the Municipality occurs, leaving them to find out about programs and services available to them. In addition, those with experience in dealing with other municipalities claim that Brighton is not as proactive in identifying challenges facing businesses.

To determine the potential expansion needs of local businesses, owners were asked a variety of questions regarding leasing/owning their facility, physical space requirements and workforce needs.

- Overall, the majority of respondents own their facility and see little need to expand physical space and/or workforce.
 - Owners that lease their current facilities were asked if they would consider moving from their current location at the end of the lease. All of these owners mentioned that they had no intentions in the short or medium-term to move into any new physical space as they have sufficient space at their current location.



- The majority of owners stated their current physical space is enough to continue operation in the short and medium-term. Some owners suggested that if they continue improving their sales as they have been in the past few years they would consider moving into a larger space in the medium-term. This suggests that some locally-driven demand for employment lands in the medium-term range.
- Similar to the physical space responses, additional labour was only suggested if the company was to potentially expand into a larger operating space. One owner stated they expect their company to retire in the medium-term because of difficulty finding a younger workforce to take jobs in the warehousing and distribution sector. Alternatively, all owners expressed that, in the last five years, no workers have been laid off or removed, suggesting stability and advancement in Brighton's economic environment.

Business respondents were asked if their company would benefit from the expansion of the business park. All businesses expressed a positive interest stating that business breeds more business and additional traffic in the park would help them and others.

Business owners said their customers and suppliers would not consider Brighton as a place to locate their business. Most respondents suggested their clientele and suppliers are too large for a small community like Brighton and that it is small businesses that thrive in this community. One respondent stated that due to the nature of the community, the company does not need to specialize in a certain product. The company is at an advantage as it can offer several services in Brighton without competition. If the company were situated in a larger community he would need to specialize to differ from the competition, which is what most of his clients and suppliers have done.

When businesses were asked what the local officials can do to help grow their business, many respondents suggested that the Municipality needs to continue to push economic development efforts and become more active in communicating with the business community. Some respondents applauded the officials' investment in the park stating that the Municipality understands the need for a continued supply of employment land. Some businesses suggested that the Municipality should also continue to balance out the rural and urban nature of Brighton and keep infrastructure up-to-date in order to avoid complications in the short, medium and long-term.

Key marketing messages that arose from consultations regarding the business community and business park in Brighton were limited. Most respondents saw the need to continue marketing the location advantage of Brighton as a municipality with easy access to the 401 and Toronto/Montreal. Other suggestions were the municipality's quality of life, affordable housing and reasonable taxes.



1.2 Type of Demand Anticipated by Developers

The marketplace for industrial land in the region surrounding Brighton is described as highly competitive in consultations with key stakeholders directly engaged in investment attraction activities. Despite this competitive environment, the region has been able to attract investment regularly, with some more large projects reported to be in the early planning stages. Opportunities are anticipated to continue in the future. In some cases, the primary concern of communities within the region is how to develop enough employment land to meet the varied needs of the business community.

In the case of Brighton, developers and regional stakeholders suggest that relatively small development projects would be a good target for investment attraction. Brighton is somewhat limited in its ability to attract large industrial projects due to highway access to the business park and the size of the local labour force. These limitations can certainly be improved in the medium to long-term, however, in the short to medium-term, the key targets for investment attraction are 1-5 acre parcels of land that may serve light industry, back office, warehousing and distribution functions.

The recommended investors to target are local or regional businesses looking to expand their business. In some cases, these clients have not been able to secure land in larger industrial parks (e.g. North Murray in Quinte West and North East in Belleville) due to the unwillingness or inability to break up larger parcels of land to meet the need for 1-5 acre parcels.

Through consultation with Brighton's municipal officials and key stakeholders including QEDC and County officials, the following factors have been indicated as desirable in attracting development within the region.

- **Transportation:** highway access that is not interrupted by residential and retail traffic or railway crossings. Railroad sidings can be an advantage, depending on the type of business.
- **Full Services in place on site:** municipal potable water, three-phase electrical, telecommunications infrastructure including high speed internet, natural gas and municipal sanitary sewer. In consultations, industrial park-wide storm water servicing was also identified as a positive selling point for potential investors.
- **Site Preparation:** sites are expected to have the appropriate zoning in place as well as features such as grading, curbing, lighting and landscaping. If a building is on site that suits the needs of the investor, this is preferred. If the building requires demolition, it is a disincentive. Cleared sites present better to prospects than those with lots of trees but trees acting as buffers between neighbours and those that can be retained for landscaping could be a differentiator. The site should have certificates to prove environmental cleanliness, lack archaeological and flora/fauna issues and allow clean transfer of ownership title. Easements should be understood and well documented.



- **Incentives:** the willingness of a municipality to waive development fees, service connection fees and negotiate on the price of land.
- **Timing:** municipalities in the region offer an expedited approvals process for qualifying investments, the economic development office responds to inquiries with a complete, detailed proposal, including mapping, within 24 hours, and municipal departments have a shared agreement to work together to answer investors' questions on a priority basis.

1.3 Industrial Land Market Analysis

To ensure a comprehensive industrial land market analysis, the following characteristics were reviewed for all the cities and towns within a 100 km radius of Brighton that have industrial land available for sale:

- Tax Rates for Industrial Full Occupied Properties
- Development Charges
- Building Permit Fees
- Commission Rates

Tax Rates

Between 2007 and 2012, Brighton decreased its industrial tax rates by 23.8% – the sixth largest decrease within the 100 km radius (see Figure 1.3). The 100 km radius average was a decrease of 19.2%. Even so, Brighton's tax rate (4.479784%) is still higher than the 100 km radius average of 3.977336%. In comparison, Brighton's nearest competitor, Quinte West, has a below average industrial tax rate. However, Brighton's decrease in industrial tax rate since 2007 is over double Quinte West's industrial tax rate indicating that officials at Brighton are moving towards a more competitive rate.



FIGURE 1.3 – CHANGE IN PROPERTY TAX RATES FOR INDUSTRIAL FULL OCCUPIED, 2007-2012

	2007 Rate	2012 Rate	% Change		Rank	2012 Rate
Oshawa	4.962233%	2.259800%	-54.5%	Oshawa	1	2.259800%
Peterborough	5.982765%	4.116767%	-31.2%	Prince Edward County	2	2.768510%
Cramahe	6.788950%	4.713051%	-30.6%	Otonabee-South Monaghan	3	2.862333%
Trent Hills	6.727925%	4.729717%	-29.7%	Asphodel-Norwood	4	3.108486%
Cobourg	6.896250%	4.984090%	-27.7%	Kawartha Lakes	5	3.486280%
Brighton	5.876371%	4.479784%	-23.8%	Quinte West	6	3.860734%
Otonabee-South Monaghan	3.626683%	2.862333%	-21.1%	Loyalist Township	7	4.021375%
Asphodel-Norwood	3.893497%	3.108486%	-20.2%	Peterborough	8	4.116767%
Loyalist Township	4.987728%	4.021375%	-19.4%	Clarington	9	4.217825%
Prince Edward County	3.281276%	2.768510%	-15.6%	Brighton	10	4.479784%
Kingston	5.246670%	4.495209%	-14.3%	Kingston	11	4.495209%
Quinte West	4.273730%	3.860734%	-9.7%	Cramahe	12	4.713051%
Belleville	4.909325%	4.763508%	-3.0%	Trent Hills	13	4.729717%
Clarington	4.339217%	4.217825%	-2.8%	Belleville	14	4.763508%
Kawartha Lakes	3.552500%	3.486280%	-1.9%	Greater Napanee	15	4.769900%
Greater Napanee	4.836291%	4.769900%	-1.4%	Cobourg	16	4.984090%

Development Charges

Brighton's industrial development charge (\$2.50/SF) is below the 100 km average of \$3.74/SF (see Figure 1.4). However, its closest competitors Quinte West and Belleville exempt development charges on industrial properties providing those municipalities with a large competitive advantage.

FIGURE 1.4 – 2012 INDUSTRIAL DEVELOPMENT CHARGES (\$/SF)

Belleville	Exempt	Greater Napanee	\$1.25	Clarington	\$2.95	Cobourg	\$5.16
Quinte West	Exempt	Otonabee-South Monaghan	\$2.26	Asphodel-Norwood	\$3.80	Kawartha Lakes	\$5.43
Cramahe	\$1.03	Brighton	\$2.50	Peterborough	\$4.58	Kingston	\$7.31
Loyalist Township	\$1.18	Prince Edward County	\$2.55	Oshawa	\$4.91	Trent Hills	\$7.42



Building Permit Fees

Brighton's building permit fees (\$7.50 per \$1000) are one of the lowest in the 100 km radius. Only Cobourg, Cramahe, Prince Edward County and Trent Hills offer lower fees. The average building permit fee in the 100 km radius is \$8.79 per \$1000. Quinte West's rate is at \$9.00 per \$1000 providing Brighton with a lower fee than its largest competitor. However, Cobourg to the west of Brighton offers a significantly cheaper rate of \$1.44 per \$1000.

FIGURE 1.5 – 2012 BUILDING PERMIT FEES (\$/\$1000) IN THE 100 KM RADIUS ZONE

Cramahe	\$0.80	Greater Napanee	\$8.00	Kingston	\$12.00
Cobourg	\$1.44	Clarington	\$8.50	Otonabee-South Monaghan	\$12.00
Prince Edward County	\$4.50	Quinte West	\$9.00	Oshawa	\$13.50
Trent Hills	\$5.00	Belleville	\$10.00	Peterborough	\$14.32
Brighton	\$7.50	Loyalist Township	\$11.00	Kawartha Lakes	\$15.00
Asphodel-Norwood	\$8.00				

Broker Commission Rates

Owning industrial property that is available for sale is in the public interest of any municipality where private sector forces are not filling a need. However, in order to eliminate any conflict with local real estate brokers who are a source of investment prospects, it is common for municipalities to offer a fee with the completion of a sale. The commission rates across the 100 km radius are almost always 5%. While that rate is standard many realtors will want to negotiate a flat rate depending on the final sale price. For instance agents may not be encouraged at a 5% commission fee on a \$20,000 lot but may be enticed with a flat fee of \$5000.

These types of flexible commissions are a good example of what Brighton should be aiming to provide dependant on the amount of land and price it sells for. Consider it a small incentive to excite agents.

1.3.1 100 km Industrial Park Comparison

The Project Team examined patterns of new development in industrial parks located within 100 km of Brighton and found that there is a wide discrepancy in the sale of industrial land. The comparison includes fully, partially and non-serviced industrial/business parks. Figure 1.6 provides a broad overview of the competitive environment that Brighton will have to face in eastern Ontario. This information arises from direct and extensive consultants with regional economic development staff.



FIGURE 1.6 – COMPETITIVE ENVIRONMENT: BUSINESS/INDUSTRIAL PARK ACTIVITY IN EASTERN ONTARIO

Name of Industrial Site	Characteristics		Pricing and Availability				
	Type of Ownership	Age of Property	Cost/Acre (2007)	Cost/Acre (2012)	Acres Available (2007)	Acres Available (2012)	Change in Available Land (5 Years)
Norwood Industrial Park Asphodel-Norwood	Private	20+ Years	\$7,000	n/a	21	n/a	-
Jenlands Belleville	Private	10-20 Years	Undisclosed	\$53,000	253	268	Added 15 Acres
North East Industrial Park Belleville	Public	20+ Years	\$40-\$45,000	\$40-\$45,000	438	190	Sold 248 Acres
Pan Properties Belleville	Private	10-20 Years	\$100,000	\$100,000	73	73	No Change
Brighton Business Park Brighton	Public-Private	20+ Years	\$22,000	\$22,000 estimated	44	102	Added 58 Acres
Clarington Technology Park Clarington	Public	<10 Years	-	Not Priced	-	400	-
Clarington Energy Park Clarington	Public	<10 Years	-	Not Priced	-	318	-
Northam Industrial Park Cobourg	Public	20+ Years	Leaseback Only	Leaseback Only	9	4	Sold 5 Acres
Lucas Point Business Park Cobourg	Public-Private	10-20 Years	\$40,000	\$40,000	52	62	Added 10 Acres
Cramahe Industrial Park Cramahe	Public	20+ Years	n/a	\$30-\$35,000	n/a	28	-
Richmond Industrial Park Greater Napanee	Public-Private	20+ Years	\$15-\$35,000	\$10-\$40,000	800	800	No Change
Napanee Business Park Greater Napanee	Public-Private	20+	\$45-\$60,000	\$45-\$60,000	26	30	Added 4 Acres
Lindsay Industrial Park Kawartha Lakes	Public-Private	20+	\$30,000	\$30-\$45,000	60	n/a	-
Cataraqui Industrial Estates Kingston	Public-Private	10-20 Years	\$35-\$100,000	\$150,000	35	80	Added 45 Acres
St. Lawrence Business Park Kingston	Public	10-20 Years	\$300,000	\$300,000	50	55	Added 5 Acres
Clyde Industrial Park Kingston	Public-Private	20+ Years	\$35,000	\$65,000	24	5	Sold 19 Acres



Name of Industrial Site	Characteristics		Pricing and Availability				
	Type of Ownership	Age of Property	Cost/Acre (2007)	Cost/Acre (2012)	Acres Available (2007)	Acres Available (2012)	Change in Available Land (5 Years)
Alcan Business Park Kingston	Public-Private	10-20 Years	\$35,000	\$150,000	16	0	Sold 16 Acres
Loyalist East Business Park Loyalist Township	Public	20+ Years	\$58,000	\$10-\$40,000	40	40	No Change
Champlain Industrial Park Oshawa	Private	20+ Years	\$195,000	\$175-\$250,000	80	27	Sold 53 Acres
Marwood Business Park Oshawa	Private	20+ Years	\$195,000	\$175-\$250,000	117	60	Sold 57 Acres
Stevenson Industrial Park Oshawa	Private	20+ Years	\$195,000	\$175-\$250,000	74	20	Sold 54 Acres
McCloskey's Business Park Otonabee-South Monaghan	Private	20+ Years	n/a	n/a	n/a	n/a	-
Peterborough Industrial Park Peterborough	Public	10-20 Years	\$40,000	\$40,000	45	20	Sold 25 Acres
Major Bennett Industrial Park Peterborough	Public	20+ Years	\$40,000	\$40,000	123	47	Sold 76 Acres
Picton Industrial Park Prince Edward County	Public	20+ Years	\$35,000	\$35,000	28	11	Sold 17 Acres
Frankford Industrial Park Quinte West	Public	10-20 Years	\$35,000	\$35,000	12	12	Sold 0 Acres
North Murray Industrial Park Quinte West	Public	20+ Years	\$35,000	\$35,000	171	105	Sold 66 Acres
Monogram Place Quinte West	Private	<10 Years	\$50-\$100,000	Undisclosed	46	34	Sold 12 Acres
Campbellford Industrial Park Trent Hills	Public	20+ Years	n/a	\$30-\$35,000	n/a	10	-



Name of Industrial Site	Servicing Characteristics					Transportation Networks				
	Water	Sewer	Natural Gas	Electricity	Telecommunications	Distance to Nearest Freeway (km)	Access to Railways	Distance to Nearest Sea Port (km)	Distance to Nearest Airport (km)	Distance to Nearest Border (km)
Norwood Industrial Park Asphodel-Norwood	Yes	Yes	Yes	Yes	High Speed - Wireless	26	No	160	170	200
Jenlands Belleville	Yes	Yes	Yes	Yes	High Speed - DSL, Wireless	2	Yes	120	200	135
North East Industrial Park Belleville	Yes	Yes	Yes	Yes	High Speed - Fibre, DSL, Wireless	1	Yes	125	205	135
Pan Properties Belleville	Yes	Yes	Yes	Yes	High Speed - Fibre, DSL, Wireless	1	No	125	205	135
Brighton Business Park Brighton	Yes	Yes	Yes	Yes	High Speed - Wireless	5	Adjacent	150	160	170
Clarington Technology Park Clarington	Yes	Yes	Yes	Yes	High Speed - Fibre, DSL, Wireless	1	No	85	90	240
Clarington Energy Park Clarington	Yes	Yes	Yes	Yes	High Speed - Fibre, DSL, Wireless	1	No	85	90	240
Northam Industrial Park Cobourg	Yes	Yes	Yes	Yes	High Speed - Fibre, DSL, Wireless	1	Yes	120	130	200
Lucas Point Business Park Cobourg	Yes	Yes	Yes	Yes	High Speed - Fibre, DSL, Wireless	8	No	130	140	200
Cramahe Industrial Park Cramahe	Yes	Partial	Yes	Yes	High Speed - DSL, Wireless	1	No	150	160	165
Richmond Industrial Park Greater Napanee	Yes	Yes	Partial	Partial	High Speed - DSL	2	No	135	230	95
Napanee Business Park Greater Napanee	Yes	Yes	Yes	Yes	High Speed - Fibre, DSL, Wireless	1	No	135	230	95
Lindsay Industrial Park Kawartha Lakes	Yes	Yes	Yes	Yes	High Speed - Fibre, DSL, Wireless	35	No	130	140	290
Catarauqui Industrial Estates Kingston	Yes	Yes	Yes	Yes	High Speed - Fibre, DSL, Wireless	1	No	105	185	60
St. Lawrence Business Park Kingston	Yes	Yes	Yes	Yes	High Speed - Fibre, DSL, Wireless	2	No	95	175	60
Clyde Industrial Park Kingston	Yes	Yes	Yes	Yes	High Speed - Fibre, DSL, Wireless	1	No	100	180	60
Alcan Business Park Kingston	Yes	Yes	Yes	Yes	High Speed - Fibre, DSL, Wireless	2	No	100	180	60



Name of Industrial Site	Servicing Characteristics					Transportation Networks				
	Water	Sewer	Natural Gas	Electricity	Telecommunications	Distance to Nearest Freeway (km)	Access to Railways	Distance to Nearest Sea Port (km)	Distance to Nearest Airport (km)	Distance to Nearest Border (km)
Loyalist East Business Park Loyalist Township	Yes	Yes	Yes	Yes	High Speed - DSL, Wireless	7	No	135	230	75
Champlain Industrial Park Oshawa	Yes	Yes	Yes	Yes	High Speed - Fibre, DSL, Wireless	1	No	60	70	220
Marwood Business Park Oshawa	Yes	Yes	Yes	Yes	High Speed - Fibre, DSL, Wireless	1	No	60	70	220
Stevenson Industrial Park Oshawa	Yes	Yes	Yes	Yes	High Speed - Fibre, DSL, Wireless	1	Yes	60	70	220
McCloskey's Business Park Otonabee-South Monaghan	No	No	No	No	None	5	No	150	155	215
Peterborough Industrial Park Peterborough	Yes	Yes	Yes	Yes	High Speed - Fibre, DSL, Wireless	1	Yes	140	150	295
Major Bennett Industrial Park Peterborough	Yes	Yes	Yes	Yes	High Speed - Fibre, DSL, Wireless	1	No	140	150	295
Picton Industrial Park Prince Edward County	Yes	Yes	Yes	Yes	High Speed - DSL	27	No	215	225	145
Frankford Industrial Park Quinte West	Yes	Yes	Yes	Yes	High Speed - DSL, Wireless	7	No	175	185	160
North Murray Industrial Park Quinte West	Yes	Yes	Yes	Yes	High Speed - Fibre, DSL, Wireless	1	No	170	180	155
Monogram Place Quinte West	Yes	Yes	Yes	Yes	High Speed - DSL, Wireless	1	No	170	180	155
Campbellford Industrial Park Trent Hills	Yes	Yes	Partial	Partial	High Speed - DSL, Wireless	25	No	180	190	165



Detailed Zoning Information

Name of Industrial Site	Zoning	Minimum Lot Area	Minimum Lot Frontage	Maximum Lot Coverage	Minimum Landscaped Open Space	Minimum Front Yard	Minimum Side Yard	Minimum Exterior Side Yard	Minimum Rear Yard	Maximum Building Height	Parking Availability
Norwood Industrial Park Asphodel-Norwood	General Industrial	3000m ²	45 m	50%	10%	20m	15m	20m	15m	12m	1 space per 37m ² of GFA
Clarington Technology Park Clarington	Prestige Industrial	Not Specified	Not Specified	40%	20%	15m	15m	15m	15m	12m	Not Specified
Clarington Energy Park Clarington	Prestige Industrial	Not Specified	Not Specified	40%	20%	15m	15m	15m	15m	12m	Not Specified
Northam Industrial Park Cobourg	General Industrial	1400m ²	30m	60%	10%	9m	3m	9m	7.5m	13m	1 space per 20m ² of GFA
Lucas Point Business Park Cobourg	Business Park	930m ²	30m	40%	10%	9m	3m	9m	7.5m	10m	1 space per 33m ² of GFA
Cramahe Industrial Park Cramahe	General Industrial	4000m ²	40m	30%	No Requirement	15m	3m	15m	7.5m	11m	1 space per 37m ² of GFA
Richmond Industrial Park Greater Napanee	General Industrial	4000m ²	30m	50%	10%	12m	6m	12m	20m	12m	1 space per 38m ² of GFA
Napanee Business Park Greater Napanee	Business Park	1000m ²	30m	50%	10%	6m	3m	6m	10m	12m	1 space per 28m ² of GFA
Lindsay Industrial Park Kawartha Lakes	General Industrial	4000m ²	30m	50%	No Requirement	15m	6m	15m	11m	11m	1 space per 40m ² of GFA
Cataraqui Industrial Estates Kingston	General Industrial	2230m ²	36m	35%	No Requirement	15m	7.5m	7.5m	7.5m	13.7m	1 space per 18.5m ² of GFA
St. Lawrence Business Park Kingston	Business Park	6000m ²	50m	60%	No Requirement	15m	7.5m	7.5m	7.5m	15m	1 space per 18.5m ² of GFA
Clyde Industrial Park Kingston	General Industrial	2230m ²	36m	35%	No Requirement	15m	7.5m	7.5m	7.5m	13.7m	1 space per 18.5m ² of GFA
Alcan Business Park Kingston	Business Park	6000m ²	50m	60%	No Requirement	15m	7.5m	7.5m	7.5m	15m	1 space per 18.5m ² of GFA
Loyalist East Business Park Loyalist Township	General Industrial	8000m ²	60m	50%	10%	20m	10m	20m	20m		1 space per 38m ² of GFA
Champlain Industrial Park Oshawa	Prestige Industrial	4000m ²	45m	50%	No Requirement	9m	4.5m	9m	7.5m	20m	1 space per 45m ² of GFA
Marwood Business Park Oshawa	Prestige Industrial	4000m ²	45m	50%	No Requirement	9m	4.5m	9m	7.5m	20m	1 space per 45m ² of GFA



Detailed Zoning Information

Name of Industrial Site	Zoning	Minimum Lot Area	Minimum Lot Frontage	Maximum Lot Coverage	Minimum Landscaped Open Space	Minimum Front Yard	Minimum Side Yard	Minimum Exterior Side Yard	Minimum Rear Yard	Maximum Building Height	Parking Availability
Stevenson Industrial Park Oshawa	Prestige Industrial	4000m ²	45m	50%	No Requirement	9m	4.5m	9m	7.5m	20m	1 space per 45m ² of GFA
McCloskey's Business Park Otonabee-South Monaghan	General Industrial	4000m ²	46m	50%	10%	30m	7.5m	30m	7.5m	12m	1 space per 37m ² of GFA
Peterborough Industrial Park Peterborough	Prestige Industrial	8000m ²	60m	60%	10%	15m	15m	15m	15m	Not Specified	1 space per 45m ² of GFA
Major Bennett Industrial Park Peterborough	Prestige Industrial	8000m ²	60m	60%	10%	15m	15m	15m	15m	Not Specified	1 space per 45m ² of GFA
Picton Industrial Park Prince Edward County	General Industrial	6000m ²	18m	40%	15%	15m	7.5m	10m	10m	10m	1 space per 20m ² of GFA
Frankford Industrial Park Quinte West	Prestige Industrial	4000m ²	45m	40%	30%	10m	5m	10m	10m	15m	0 space per 40m ² of GFA
North Murray Industrial Park Quinte West	Prestige Industrial	4000m ²	45m	40%	30%	10m	5m	10m	10m	15m	1 space per 40m ² of GFA
Monogram Place Quinte West	Prestige Industrial	4000m ²	45m	40%	30%	10m	5m	10m	10m	15m	1 space per 40m ² of GFA
Campbellford Industrial Park Trent Hills	Prestige Industrial	Not Specified	30m	50%	10%	15m	7.5m	15m	7.5m	Not Specified	1 space per 46m ² of GFA

A number of important conclusions may be drawn from the matrix that holds immediate relevance for discussions and considerations in Brighton. The following table (Figure 1.7) shows that:

FIGURE 1.7 – RECENT LAND SALES IN EASTERN ONTARIO BUSINESS/INDUSTRIAL PARKS (2007-2012)

	Average Selling Price (per Acre)			Acres Available for Sale				
	2007	2012	Growth in the Last 5 Years	2007	2012	Total Change in the Last 5 Years	Average Acres Sold in the Last 5 Years	Median Acres Sold in the Last 5 Years
Industrial and Business Parks in the 100 km Zone	\$77,000	\$87,500	13.6%	2544	2033	648 Acres Sold 137 Acres Added/Vacated	6 Acres/Year Sold	14 Acres



- The average selling price per acre in the 100 km zone in 2012 was \$87,500, an increase of \$10,500 in the last five years. However, the increases were primarily limited to the larger communities of Belleville, Kingston and Oshawa. If we remove those three communities, the average selling price per acre in the 100 km zone is \$35,500 which is lower than the average of \$38,500 in 2007. The lower sale prices suggest that municipalities have increased their aggressiveness towards attracting investment into their industrial lands.
- An average of 30 acres of land has been sold in the last five years in business parks with available property. This number is skewed by the large amount of acreage sold in the Belleville, Kingston and Oshawa parks (382 acres sold in the past five years). Removing these communities from the calculation, the average consumption of land drops to an average of 12 acres sold in the past 5 years.
- The median value of land sold is 14 acres. 10 of 21¹ business parks witnessed sales of above 10 acres in the past five years. Three business parks saw no change in availability of land. Six business parks either expanded and/or had land vacated in the last five years.

The matrix also showcased that 21 of the 29 parks are within 1-2 km of a freeway and have significant barriers, such as residential areas and downtowns, to that access. Brighton's business park is five kilometres away from the nearest freeway. Brighton will need to distinguish its marketing and clearly target the businesses that will not rely on this proximity in their operations.

¹ Although the matrix includes 29 business parks, only 21 business parks had a known value of acres available in 2007 and 2012.



Part II

Land Supply Analysis



Part II – Land Supply Analysis

This analysis defines how the Municipality should design the business park to maximize possibility of sales. More specifically it reviews the business park features in terms of permitted uses, servicing needs, and other features and issues of the expanded area. In addition to the business park features, the section identifies and describes potential road and business park configurations with consideration given to the implications of future development.

2.1 Business Park Features

2.1.1 Permitted Uses

The Municipality's intent for industrial lands is:

1. To provide for the maintenance and reinforcement of Brighton's employment base through the retention and expansion of existing industry.
2. To encourage the diversification and expansion of the industrial base through the development of new industries and related ancillary service type facilities.²

The uses generally permitted in General Industrial areas include those activities where the predominant use of land, buildings and/or structures is for the purpose of manufacturing, assembling, fabricating, processing, repairing, warehousing and wholesaling, and those other establishments whose land use characteristics such as outdoor storage areas or heavy vehicle traffic generation indicate potential incompatibility with commercial or residential activity. The permitted uses in Industrial areas specifically include public and private utilities and related facilities, storage yards, contractors' yards, transportation terminals, and research and communication facilities. Automotive machine shops, body shops, collision repair shops and towing compounds are also permitted.³

More specifically, the Comprehensive Zoning By-law identifies a wide range of permitted uses that are allowed in the General Industrial 'M1' zone (as shown in Figure 2.1 below). Export-oriented uses are permitted in the business park, which can generate new wealth for the community. However, there are some permitted uses that are more local-service oriented in nature such as banquet hall, commercial fitness centre, day nursery, night club and restaurant that should be

² Municipality of Brighton, Official Plan, Section 4.10, p.132.

³ Ibid. p.133.



eliminated as they do not serve the goals of industrial areas. These uses can create vehicle and pedestrian traffic that conflict with industrial traffic and can make industrial users wary of investing for fear of neighbours who will complain of noise, industrial traffic and other issues that aren't fitting of the commercial/hospitality clients' needs. In addition, it is possible that allowing these uses in the lower-cost business park will put the Municipality needlessly into competition with commercial land owners who have property in commercial areas of Brighton.

FIGURE 2.1: GENERAL INDUSTRIAL 'M1' ZONE

Agricultural use	Commercial fitness centre	Marina	Printing or publishing establishment
Agricultural industrial, processing or service use	Contractor's yard	Motor vehicle body shop	Repair shop
Agricultural produce sales outlet	Custom workshop	Motor vehicle repair garage	Restaurant
Animal hospital	Day nursery	Motor vehicle storage compound	Saw mill
Banquet hall	Dwelling unit, accessory	Night club	Self-storage facility
Building supply outlet	Factory sales outlet (1)	Outdoor storage use (3)	Trade or convention centre
Business or professional office	Industrial Use (4)	Personal service shop (2)	Transport terminal
Commercial club			

Notes: 1. the total floor area of a factory sales outlet shall not exceed 20 percent of the total gross floor area of the building containing the industrial use with which it is associated. 2. Permitted only within a hotel or trade or convention centre. 3. Subject to general provisions of Section 4.10 of the Zoning By-law. 4. Outdoor storage associated with an industrial use is subject to the general provisions of Section 4.10 of the Zoning By-law.

Source: Municipality of Brighton, Zoning By-law /140-2002 Office Consolidation, August 2008, pp. 76-77.

2.1.2 Servicing Needs

A plan of survey for part of Lots 33 & 34 Concession B formerly in the Township of Brighton (Municipality of Brighton) was completed by Ivan B. Wallace O.L.S. Ltd. in June 2012. This survey identifies the municipally-owned business park land as Part 1 and Part 2. A concept plan based on the survey drawings is provided in Figure 2.2.

Part 1 is 0.7 hectares (1.7 acres) and runs adjacent to the CN and CP Railway lands to the north of the site. This may be potentially used as a rail siding for an incoming business. CN and CP have grading requirements for sidings and switches and this opportunity should be further investigated to clarify the siding opportunity. Part 2 is 19.7 hectares (48.7 acres) and the primary location for business expansion in the business park. The Municipality has an option to purchase Part 3



(2.2 hectares or 5.4 acres) located to the south and adjacent to County Road 64. A soil remediation company is located along County Road 64 and farther along a privately owned and maintained road allowance. This company is located adjacent to the municipally-owned property.

This survey plan extends Sharp Road to a point that is perpendicular to the road allowance along County Road 64. When the business park is serviced with water, sewer and an extension of Sharp Road, the depth of the properties from the road will be greater than 145 metres (475 feet).

Development Phasing

The proposed extension of Sharp Road and potential connection to County Road 64 has the benefit of being well suited for a phased construction / development approach. The easterly extension of Sharp Road could be completed in Phase 1 to immediately access the currently owned municipal employment lands. This first phase would provide access to a significant parcel of fully serviced industrial lands and ultimately draw development to these lands.

The timing of the second phase would be dependent on the demand for the Phase 1 lands and/or how significant the lack of a connection is to developing the remaining industrial area. Phase 2 could include developing the right of way as a municipal road and connecting to Sharp Road.

The Municipality of Brighton does not impose urban design guidelines for business park development; however, when Sharp Road is extended the following requirements will need to be included in the cost of development:

- **Road Surface** – asphalt driving surface, granular base and gravel shoulder (no concrete curb, gutter or sidewalk).
- **Above Ground Municipal Services** – surface water collection and movement (i.e. ditches) and pole mounted utilities for telephone, telecommunications, cable and electricity.
- **Below Ground Municipal Services** – water distribution system, sanitary sewer collection system and natural gas.

Water and Wastewater Servicing

Water and wastewater servicing capacities were reviewed to determine the available unused capacity in both municipal systems. The following table indicates that in 2011 the Municipality of Brighton's average daily flow for water consumption was approximately 2,500 cubic metres per day. The capacity for the water system is 6,445 cubic metres per day, which indicates that the system is operating on average at 39% capacity. However, this metric does not account for the maximum daily flow which was 4,648 cubic metres, or 72% of capacity. As the following table indicates, over time the



annual average daily flow has remained consistent, but the maximum daily flow has edged upward from 3,733 cubic metres (58%) in 2004 to 4,648 cubic metres (72%) in 2011. The results indicate that there is water capacity available to service industrial users in the business park.

FIGURE 2.2: BRIGHTON WATER CONSUMPTION FLOWS (CUBIC METRES)

	2011	2010	2009	2008	2007	2006	2005	2004
Annual Average Daily Flow (m³/day)	2,493	2,591	2,692	2,584	2,654	2,495	2,545	2,562
Max. Daily Flow (m³/day)	4,648	4,518	4,434	4,286	4,490	4,087	4,087	3,733
Rated Capacity (m³/day)	6,445	6,445	6,445	6,445	6,445	6,445	6,445	6,445
% Annual Average Daily Flow	39%	40%	42%	40%	41%	39%	39%	40%
% Max. Daily flow	72%	70%	69%	67%	70%	63%	63%	58%

Source: 2011 Annual Compliance and Summary Report on Drinking Water Quality, Municipality of Brighton, p.5.

The following table provides information regarding the average daily flow of wastewater in the Municipality of Brighton. These average flows have edged upward since 2007 when the average flow was 3,110 cubic metres per day (68%). By 2011, average flows are at approximately 3,700 cubic metres per day (80%). The results indicate that despite average flows increasing, wastewater capacity is available to service industrial users in the business park.

FIGURE 2.3: BRIGHTON WASTEWATER CONSUMPTION (CUBIC METRES)

	2011	2010	2009	2008	2007
Annual Average Daily Flow (m³/day)	3,696	3,077	3,660	3,606	3,111
Rated Capacity (m³/day)	4,600	4,600	4,600	4,600	4,600
% Annual Average Daily Flow	80%	67%	80%	78%	68%

Source: 2011 Waste Water Treatment Plant Annual Report, Municipality of Brighton, pp.5-6.



An important consideration for the Municipality, beyond the available capacity for water and wastewater, is the pipe's diameter for distributing water and wastewater. This diameter will have implications for the type of industrial users that can locate in the business park and needs to be verified during the forthcoming engineering assessment.

The Appendix provides an evaluation, based on current water and wastewater capacity, of Brighton's ability to host food processing users.

Stormwater Management

It has been assumed that stormwater collection will flow via roadside ditches. This is typically a low cost approach with the added benefit of allowing stormwater to flow over a natural channel that provides some level of infiltration and retention of suspended solids. There are two principal options available for the Municipality regarding stormwater quantity control and quality management, a 'communal' or shared stormwater pond or individual, site specific measures.

While a larger, shared pond is generally felt to provide better, more reliable stormwater storage and treatment, it also presents a number of concerns that would impact the Municipality. A shared pond would ultimately be assumed by the Municipality and would present an ongoing cost, manpower and liability burden that the Municipality may not want to assume. Also, in order to design a pond for undeveloped lands, significant assumptions on how the land is to be developed have to be made. These assumptions can easily result in a pond that is either bigger (more costly) than necessary or smaller (requiring additional lot by lot controls) than necessary.

For this industrial park extension, it is assumed and recommended that stormwater storage and treatment be addressed through individual lot measures to be constructed by the individual developments and approved at the time of site plan approval. Communal storm water management would be preferred by businesses expanding in the park (as consultations with the business community confirm), but this approach is not in the best interest of the Municipality.

2.1.3 Other Features

There is a woodlot located in the west section of the municipally owned lands. The municipal servicing of the park will require the removal of the trees that align with Sharp Road. However, a design feature that some business owners may find appealing is keeping forested areas and developing sites within the areas (if possible).

The municipal staff will need to approach Union Gas and Hydro One to service the expanded business park. For these utility companies, expansion of their networks is driven by assessments of market demand and a business case analysis. For the Municipality to be investment ready requires three phase, 44kV electrical services and natural gas lines to the property line.



2.2 Summary of Features and Issues of Expanded Area

The following table outlines the Brighton Business Park’s current features (positive values) as well as the issues facing the municipality in developing it. These are divided into three categories: current features, current issues that **MUST** be resolved and current issues those that do not have to be resolved, but limit investment potential.

FIGURE 2.4: BRIGHTON BUSINESS PARK CURRENT FEATURES AND ISSUES

Current features	Current issues that MUST be resolved	Current issues that do not have to be resolved, but can increase attractiveness and investment potential
<ul style="list-style-type: none"> ■ Sharp road is proposed to extend into the park. ■ Municipal ownership allows a quick severance process. ■ Official plan and zoning permit a range of uses. ■ Wooded area on the western edge of the property could be a differentiating feature of the park. ■ Rectangular property ensures limited lost space due to irregular lot shapes. 	<ul style="list-style-type: none"> ■ At a minimum, construct road and municipal services to the same standards as the current developed area. ■ Construct roads to allow for smaller lot sizes ■ Hard infrastructure servicing with <ul style="list-style-type: none"> ● Municipal water ● Municipal sanitary sewer ● Natural gas ● High speed telecommunications ● Three-phase electric ■ Municipal water and sanitary sewer services with pipe diameters that can accommodate industrial users. ■ Review M1 permitted uses and explore revisions to better represent the intent of Brighton’s industrial areas. 	<ul style="list-style-type: none"> ■ Removal of trees on the western edge of the property is necessary, but clear cutting is not required and may eliminate a differentiating feature. ■ Road construction with higher design standards. ■ By-passing the at-grade rail crossing is an oft-mentioned challenge but one that only seriously restricts the interests of companies with heavy truck traffic. ■ Burying utility wires makes for a significantly less cluttered atmosphere. ■ Communal storm water ponds take some of the development burden off of investors. ■ Abutting rail siding is a unique feature but confirmation required that parallel siding is possible and/or turning radius can fit in the lot.



Part III

Marketing and Promotions Action Plan



Part III - Marketing and Promotions Action Plan

The marketing and promotions action plan describes the best ways in which the Municipality can market/promote its new industrial land. Both QEDC and County of Northumberland provide services in this regard and the recommended actions are designed to prevent duplication of effort and outline where Brighton can most efficiently apply its resources to achieve results; the provision of shovel ready employment lands, business retention and expansion activities, the development of basic marketing materials and the cultivation of a regional reputation of expediting municipal processes related to business investment.

The recently created *Community Development Plan* makes some suggestions around community branding and marketing. The strategic actions in this section focus on marketing suggestions specifically to create interest in the Brighton Business Park and attract investment to the business park. The broader community branding initiative that is recommended in the *Community Development Plan* would complement this marketing plan by generally heightening Brighton's profile.

3.1 Brighton's Economic Development Sandbox

Brighton contributes financially to economic development organizations in the region to support regional investment attraction efforts that are relevant to the business park. These roles have been summarized in the recently completed *Community Development Plan*. The following summary draws from the intelligence gathered in the plan, and adds some detail specific to business attraction processes.

Brighton Economic Development

Brighton's Economic Development Office is currently focused on supporting community activities, municipal administrative responsibilities such as website maintenance, corporate marketing and communications, and committee support. With the development of the business park, these responsibilities are expected to shift towards the following priorities:

- Creating and updating key investment attraction materials, such as advertising for the business park, templates for proposals, prospectus, and land inventories.
- Securing tenants by preparing proposals for investment leads, responding to inquiries and facilitating contract negotiations.



- Supporting an expedited development process for prospective business park clients, with the support of all municipal departments.
- Business Retention and Expansion to generate local leads.
- Public relations and communications to generate local and regional leads.
- Identifying target sectors and maintaining intelligence on sector trends as needed.

Quinte Economic Development Corporation

QEDC supports Brighton's investment attraction efforts in two key areas, by securing leads and by networking with influencers. QEDC has recently added a staff person who will be committed to generating investment prospects that are suitable for the Brighton Business Park. QEDC is committed to supporting Brighton's specific needs based on its competitive advantages for industrial users. In return, the QEDC would complete:

- Marketing activities: website advertising (quintedevelopment.ca), trade show attendance, distribution of materials, lead generation.
- Connecting with influencers: networking with provincial and federal agencies, site selection consultants, real estate professionals.
- Support the site selection process by offering each municipality the opportunity to prepare a prospectus on investment opportunities.

County of Northumberland

The County of Northumberland can support the business attraction goals of Brighton by supporting funding applications for infrastructure and through the Invest Northumberland program. The County is also a broker to the local municipalities for investment prospects that it generates.

The County's lead generation tactics are similar to QEDC in that it participates in selected trade shows, maintains investnorthumberland.ca, connects with influencers of all types and completes investment packages when prospects are identified.

Ontario East Economic Development Commission

This membership provides a listing for Brighton in the OEEDC economic development directory, and representation at trade shows and initiatives that OEEDC is involved in. OEEDC is a network that may support valuable networking for Brighton. Communications with OEEDC may bring to light ways in which Brighton can maximize the value of membership.



3.2 Suggested Role for Brighton in Getting Land Sold

The primary responsibility for sourcing leads and creating investment attraction opportunities for Brighton lies with QEDC and Northumberland County. However, Brighton's role is no less important. Brighton needs to ensure that the community, including industrial land, is ready to support the needs of investors and that its own service provision, primarily through the community development and public works/development departments, is top-notch.

Brighton is also responsible for cultivating its own leads to benefit from local and regional business expansions. Part 1 of the report summarizes the importance of the local business community as a source of demand for land in the business park. The *Community Development Plan* notes that Brighton's economy is strongly linked to the economies of neighbouring communities, which means that businesses in other communities may be prepared to relocate to Brighton if the right opportunity is not available in their current location.

3.2.1 Planning and Servicing

Brighton's role in the investment attraction process is to ensure that there is a sufficient supply of shovel ready employment lands available in the community to meet business demand, and that the Municipality is prepared for negotiations as well as to provide a competitive approval process.

Preparation

As mentioned in the supply assessment, there are minimum steps that can be taken in terms of planning and hard infrastructure that need to be in place to attract investment, including road and municipal services; water, sanitary sewer, natural gas, high speed telecommunications and three-phase electric. The recommendations include investigation in a rail siding, burying wires and partial clearing of wooded lots to reduce site preparation costs and yet maintain trees for landscaping.

Approvals

The speed of the approvals process is measured by the time it takes to open the doors of the new business. When a business finally makes a decision to invest in a new site, the company's main concern is "time to market". The more that Brighton can lower the number of days and provide the investor with confidence that the process will go smoothly the better.

It is understood that some timing issues are due to the time it takes for a business to prepare information for the Municipality to review, however, any steps that can be taken to minimize the duration of the Municipal portion of the



process, and minimize requirements from potential business park investors will contribute to Brighton's competitiveness. Some communities create an expedited approval process for potential investors in their business park, and this is recommended for consideration by the Municipality.

3.2.2 Marketing and Public Relations

QEDC is responsible for the majority of networking and marketing for investment attraction on behalf of Brighton, however, QEDC still relies on Brighton to provide information and marketing materials for them to use to market the community. The same will be the case for Northumberland when it delivers investment prospects to Brighton. The development of marketing materials can begin immediately and should include consideration of the following Key Messages, further elaborated later in this section:

- Location
- 1-5 acre parcels of land
- Quality of Life
- Access to a regional labour force

Communications and public relations involve a long term process of building contacts and sharing professional information, cultivating media exposure in news articles and features. The following documents and activities are identified in the Marketing and Public Relations Tools and Tactics sections:

- Website
- Prospectus
- Signage
- Public Relations
- Networking
- High Quality Photography

3.2.3 Client Relations and Sales

In the context of business development, the Municipality's Community Development Officer is the primary contact for leads, and the key broker of information for the municipality. This is particularly true in cases where an inquiry is "hot" and requires a response within 24hours from several departments within the Municipality and external organizations such as conservation authority, railroad, natural gas utility, electric utility, county roads department, telecommunications, provincial ministries, etc.



Preparations for Negotiation

Brighton needs to prepare for future negotiations with respect to properties in the expanded business park to ensure that potential investors have a positive experience from the first inquiry. This means that agreement on what is appropriate for development fees, servicing connection fees and land price, is needed in the short term. Consultations with key stakeholders in the region suggest that due to Brighton's ability to service both small and medium sized developments, a graduated structure, with greater concessions available in cases where a larger investment would lead to substantial tax revenues and/or employment benefits may provide the most flexibility.

The private sector is not likely to take a lead role in these preparations and the municipality is expected to front costs of basic servicing and present flexible options for developers. The Community Development Officer is the main contact for QEDC and County when preparing proposals, and sets broker commissions. The Municipality should prepare sales documents in advance to ensure that they are ready. Often a clause is should be included in the contract that development takes places within a defined period of time, to ensure that the land is not purchased without construction being completed.

3.3 The Community Development Office's Critical Role

Moment of Truth Performance

"Moment of truth performance" is critical in investment attraction. A company's final site selection decision is not always made on the basis of numbers alone. The dominant decision factor can be attitude and results. A winning community provides the necessary information, but also demonstrates a willingness and ability to overcome less than desirable circumstances.

In other words, for an organization to succeed in investment attraction marketing, it must be competitive on both site selection factors (the product) and organizational performance (the people). One can lose as quickly from poor organizational performance as from lack of competitive product. In a process of elimination, like site selection, there is little time to gather and organize when engaged in the process with a prospect.

As the key point of contact and normally the first point of contact, the Town's Economic Development Office should aim to consistently meet the "Gold Standard" of acceptable service. The following figure shows how technology has accelerated the Gold Standard over the last decade.



FIGURE 3.1 - EVOLUTION OF ECONOMIC DEVELOPMENT SERVICES

Year	The Gold Standard Response Time	The Gold Standard of Economic Development Service
1998	48 hours	<ul style="list-style-type: none"> ■ 48 hours is generally required ■ Courier a package that contains Community Profile, Available Properties Guide, Lure Brochure, etc. ■ Post-It Notes to highlight the pages that will be of most interest
2001	Same day	<ul style="list-style-type: none"> ■ Same day or 24 hours maximum is generally required ■ Send an email that has several attachments including key excerpts from our Community Profile and hyperlinks to online listings of available property that closely meets your criteria
2008	Immediate	<ul style="list-style-type: none"> ■ Action during the call with the investment prospect is generally required ■ Go online and tour the website to download relevant files ■ Go through available properties directory and look at maps, photos and details of available properties which meet the prospect's criteria
2011		<ul style="list-style-type: none"> ■ Action while mobile ■ Investors and Influencers are using mobile devices to download information on community's available properties, labour force, etc.

Source: Millier Dickinson Blais Inc. (2012)

The advancement of technology and the internet means that overnight responses are seldom good enough. Communities must become more sophisticated in gathering/ organizing community data and responding immediately to specific questions.

This is easy to measure, but it takes an honest self-assessment. Simply, how did we do? Did we meet the Gold Standard of Service for that client? Tracking this will provide, at the end of each quarter, the number of times the gold standard was met. Over the course of several quarters, one will see a trend and be able to proactively identify ways to improve.



Being Investment Ready

The following findings are relevant to this discussion:

- In the last 10 years, decision cycles have been compressed. Operations run 365/7/24 and an economic development office that does not keep up is likely to miss opportunities.
- Having an inventory of “shovel-ready” properties is essential and heightens an investors’ interest. In other words, zoning is in place, there are no environmental/archaeological/geological problems and utilities are at the site.
- Competitive communities have an immediately available inventory of GIS mapping of available buildings and land, appropriate utility infrastructure and can demonstrate a labour force within a commutable distance that is ready to work. This level of preparation shows widespread support for industry and can give a professional presentation to decision makers.

If Brighton wants to remain competitive in attracting new business investment, the level of preparedness to respond to investment enquiries is a key consideration.

3.4 Key Marketing Messages

The investment marketing plan for Brighton`s industrial park will focus on many of the town`s benefits and advantages. To convey the right message to prospects, key messaging for advertising and content generation has been defined based on input from stakeholders and the *Community Development Plan*. There are opportunities to expand this list of key messages, for example, to include an expedited approvals process and servicing.

The target markets for the Brighton Business Park are local and regional entrepreneurs who may be considering starting a new business or expanding an existing business. Likely these businesses would be light manufacturing, warehousing and shipping, or back office functions, however not necessarily limited to these types of business.

3.4.1 Key Messages for the Industrial Park

Location

One of the key criteria for business owners looking to relocate or expand is proximity to suppliers, and customers. Brighton`s industrial park is located close to the Highway 401 corridor, which connects Brighton with Toronto, Ottawa and Montreal. This location factor is a competitive advantage for Brighton and can be used as a key message in marketing materials.



1-5 Acre Parcels of Land

Key stakeholders in investment attraction in the region have identified increasing demand for smaller parcels of land, and there may be reluctance to divide large areas of land in other industrial parks for this market.

Quality of Life

The community of Brighton is an attractive community to live in. Small business people and entrepreneurs want to be in places where they can create a successful business as well as have a lifestyle that they can enjoy. They are sensitive to the location's quality of life. Brighton's proximity to Lake Ontario and being the gateway to Presqu'île Provincial Park, as well as its festivals and events, and welcoming local community members are some examples of assets that can be featured in photography.

Access to a Regional Labour Force

Although the population of Brighton is small in comparison to surrounding communities, the town is easily commutable, and many people who work in Brighton live in other areas and vice-versa. Within a commutable distance, Brighton's businesses have access to a large and skilled labour force.

3.5 Marketing Tools and Tactics

The marketing and promotion tools and tactics that are recommended for Brighton to use to market and promote the industrial park are as follows:

- Website
- Prospectus
- Signage
- Public Relations
- Networking
- High Quality Photography

The cost estimates provided here are high level estimates and require confirmation with quotes from service providers. Quality requirements and other specifications may have a significant impact on costs.



3.5.1 Website

Within the last 20 years there was a worldwide shift from traditional marketing material (i.e. print based media) towards marketing materials and information that can be accessed electronically. The Internet is now the primary source for site selection information. The addition of a real estate directory that highlights public and private land available for sale in the community is a valuable asset, particularly if it provides all relevant information that investors may be seeking, including:

- A location map of the industrial park in proximity to the surrounding area. The map needs to identify highways and roads. In addition, the map needs to be functional where the user can zoom in and out of the industrial park area. Different use of colours can indicate if land is occupied or vacant.
- Land costs priced per acre.
- Infrastructure and servicing information such as electricity, water and wastewater services and storm water retention.
- Competitive advantages that make the industrial park unique such as an effective development permit system.

Industrial park information should be easy to find using a Google search. The webpage will have to link certain key words in the title so that it is an easy find on search engines. There will also need to be tabs on the main site which takes users directly to the industrial park webpage. The webpage should also have a downloadable prospectus, described in the following section, which the user can save and print. The benefit of having the industrial park information as part of the town's main website is the immediate linkage with other relevant information such as the Official Plan document and Development Permit By-law.

Supporting webpages should include local supplier businesses (e.g. accountants, lawyers), connections to local chambers, associations and quality of life information. Include contact information, if users would like to follow up with additional questions or information requests.

Budget: Adding a page to the existing municipal website, including coding to present a land inventory, may be a cost of approximately \$500. Staff time to develop content is estimated at two-three weeks of work, depending on the land inventory information available, as well as 12 days per year to maintain.

3.5.2 Prospectus

The purpose of a prospectus is to provide interested parties who wish to print information with a quick way to download relevant information in one document. A prospectus is a standard document that realtors, site selection professionals and business owners can easily review.

The prospectus should include:



- Business park promotional information that highlights key messages.
- Available vacant land with zoning , servicing, and other relevant information as well as current GIS mapping; custom mapping that can show larger lot options or custom sized lots with topographical information is ideal.
- Community profile.
- Sector specific information with one or two success stories.

Much of the information has already been collected and available on the website. This prospectus has to be redesigned in a printer-ready format and made available online.

Budget: Professional layout of a prospectus that is 20 pages in length may cost up to \$500. Staff time to develop initial content could be one week, with an annual update expected to take 2 days; And, printing, binding/assembly and mailing on an as needed basis calls for a budget of approximately \$1,000 per year.

3.5.3 Signage

There are two forms of signage that are required: temporary and permanent. The purpose of temporary signage is to make drivers aware that land is available and to provide contact information and a website address. The purpose of permanent signage is to identify the park in the community. This signage will include the name of the park and town logo and/or other design feature. It is commonly placed at the main park entrance and sometimes referred to as gateway signage. The area surrounding the sign is landscaped with special lighting.

Signage needs to be current and should be consistent between the existing and newer areas of the Brighton Business Park. For instance current signage states the name “Brighton Industrial Park” and has an outdated list of tenant companies.

Budget: Gateway signage could cost \$15,000 depending on design specifications and staff time to manage the project is estimated at 2 weeks. Signage updates within the park could require an annual budget of \$2,000.

3.5.4 Public Relations

Public relations campaigns build a positive reputation for a community over time. The marketing tools described earlier can increase the profile of the business park, but effective public relations serve to boost Brighton’s reputation as business friendly in the long term. When people hear or read a story about a successful initiative such as the expansion of



the Brighton Business Park, or the introduction of other business owners and entrepreneurs will be more likely to have a favourable opinion of Brighton as being business friendly.

Some promotional tactics that can come from a public relations campaign are:

- **Press/News Releases** – share information with media regarding economic developments, events, new infrastructure projects or business investments.
- **Events** – launch events and ribbon cutting ceremonies direct positive attention to Brighton's initiatives.
- **Networking** – establishes and expands contacts in key areas.
- **E-Newsletter** – Stay in touch with direct communication to Brighton's network.

News Release

A news release is an easy-to-write, clear and short news story, written in the third person, that seek to demonstrate to an editor or reporter the newsworthiness of a particular event. A good news release will spark a journalist's interest and lead to a feature article in the future, as well as secure a priority position when published. News releases are circulated to media outlets that will best be able to reach your target market. They are often sent alone, by email or fax to a variety of media outlets. They can also be part of a full press kit, or may be accompanied by an introductory letter.

Listed below are the general components of a news release

- Title - something that will catch the attention of an editor or reporter
- Dateline (Place, Date) - introduction to the topic - provide the 5 "W"s in the introduction.
- Second Paragraph - a few more details, quote from local political leaders and personalities, but it is recommended that the paragraph contain no more than 3 sentences.
- Final Paragraph - again, 2-3 sentences, including a quotation from leaders of the initiative.
- Contact Information - as per Brighton Economic Development's communications protocols.

It is extremely important that Brighton Economic Development contact each news outlet for their specific news release requirements and formatting.

Budget: Letter head design and staff time are required, approximately 5 days of working time per year for 5 releases.



Events

An opportunity to build awareness and generate media attention when promoting the park is to hold a launch event. It is intended to be used as a celebration of the official grand opening of the park. People involved in making the park shovel-ready can speak about the park and the opportunities for businesses in Brighton. It is important that businesses and members of the media are given information packages and for members of the media are invited to ask questions.

To garner interest from the local realtors, participating in a real estate board event such as a golf tournament for the purpose of networking and creating professional relationship with them would be beneficial.

Budget: Event organization requires at least a week of staff time, depending on the scale of the event. Expenses for venue, catering, props, and sound equipment warrant an annual budget of \$1,500 per event, for a total of \$3,000/year.

Networking

Public relations and communications tools support Brighton in developing a positive reputation within the business community in the region. Networking contributes to this reputation and creates relationships that later lead to investment leads. These activities support Brighton in attracting expansion businesses from within the community and from within the region. Brighton is competing within the surrounding regions to convert leads into investments, and developing an independent profile on a smaller scale has value.

Local and Regional Business Community are the main source of expected clients for the business park. Therefore, time spent understanding and sharing the needs of the business community through a business retention and expansion program, as well as networking through local and regional chambers of commerce provides opportunities for Brighton to build positive relationships with the top investment prospect. The Community Development Plan also recommends networking with CFB Trenton to understand the business needs of the base.

Industrial and commercial realtors are often given the responsibility to find site locations for business owners contemplating a relocation or expansion. As a result they are able to make a connection between Brighton and a prospective business investor, and should be provided a copy of promotional materials. In consultations it was suggested that discussions on real estate commissions for securing an investment could be initiated in advance to signal that Brighton is interested in pursuing developments.

Investment attraction representatives at Ontario's Ministry of Economic Development & Innovation, and Ministry of Food and Agriculture are often the first point of contact for site selection professionals or companies interested in relocating or



expanding into the region. QEDC will lead communications with this group of influencers, however, Brighton's Community Development Officer should, at a minimum, make initial contact to establish a presence in the region.

Influencers have an international scope. The most prominent of these are representatives of Canada's embassies and consulates, as well as consultancy firms that focus on investment site selection and incentive negotiations. QEDC is primarily responsible for connecting with these networks.

Budget: Travel and per diem expenses, as well as event registration, warrant an annual budget of \$2,000 per year, depending on the scope of activities. Staff time may be 15 days of time per year.

E-Newsletter

Broadcasting messages through news releases and on the internet are good forms of advertising, but developing a contact list through a subscription-based regular email message is equally valuable because it allows you build your network of contacts and communicate with them directly. A subscription list allows you to track contacts, stay current in the minds of your target audiences, and invite individual communications that can turn into leads.

Creating the recommended regular e-newsletter does not need to be a lot of additional work. The easiest way to accomplish this is to create a new format for the press release that you send to the media, and other communications materials. Create a page for news on your website with a brief summary of current stories, along with links to reports and other information. Each summary links to an individual page that includes a full image, the full text of the story and contact information. Your e-newsletter should include a sample of several recent stories with a link to the news page on your website. This is the simplest way to reach targeted contacts and direct them to your website, social media: Twitter, Facebook etc. where they may browse for further information about the community.

To develop a list of subscribers, add a subscription box to your website, and collect contact information at every opportunity. If a Business Retention and Expansion program is developed, the e-newsletter is a great way to stay in touch with these contacts. When any member of staff, Mayor, Council or committee member is networking ask them to gather new contacts that might be interested in the email newsletter, and collect contacts from supporters of Brighton regularly, including after major conferences and trade shows.

Every communication should remind your readers of the Brighton's business development services and training opportunities in the community and extend an invitation for further conversation. The number of leads generated through public relations efforts are a measure of the success of the program.



Budget: A day of staff time for each e-newsletter, for a total of 6 days/year. Approximately 0.5 days a month to establish and maintain the database of email addresses, for a total of 6days/year; and, the design of an email template at an estimated cost of \$500.

3.5.5 High Quality Photography

Press releases and promotional materials included on the website and in a prospectus are much more effective if they include a few professional quality photos. A good photo can move a story to the “top of the fold” on the front page. For this reason, a set of tailored photos that depict scenes in Brighton and reinforce the key messages of the Marketing Action Plan are an important investment. Photos with people in them have more character and appeal. Spokespeople should be recruited to participate in photo shoots, or models should be used to add interest. When events take place that will be profiled in press releases, hire a photographer for the event to ensure that high quality images become part of Brighton’s brand

When photos are taken, your photographer should be equipped with release forms to ensure that the rights of those who are photographed are respected, and that names and titles are recorded correctly. If images from the internet are used in press releases, ensure that all of the appropriate copyrights and permissions are in place. Creative commons is the best way to ensure that you are not infringing on copyrights when using imagery from the internet.

See <http://search.creativecommons.org/> for a search engine that identifies images on the internet that can be reproduced for commercial purposes.

Budget: Event photography at a cost of approximately \$300 per session, for an annual budget of \$600. Cost of a photo shoot of community assets with volunteer models is estimated at \$2,000; Staff time to organize is estimated at 1 week.

3.6 Marketing Budget

The efforts of the existing Community Development Officer may be sufficient to handle some of these functions, however, with the additional responsibilities that the position is responsible for, including community events, the addition of another position, as recommended in the *Community Development Plan*, may be necessary.

As previously stated, the following costs and staff time figures are estimates that will require verification through quotes from local suppliers and review with the Community Development Officer.



FIGURE 3.2 – MARKETING BUDGET

Expense	Staff Time	Estimated Set Up Cost	Estimated Annual Cost
Website	3 weeks set up 12 days/year maintain	\$500	\$0
Prospectus	1 week set up 2 days/year maintain	\$1,000	\$0
Signage	2 weeks set up 1 day/year maintain	\$15,000	\$2,000
Public Relations			
News Release	0 weeks set up 6 days/year maintain	\$0	\$0
Events	0 weeks set up 2 weeks/year maintain	\$0	\$3,000
Networking	0 weeks set up 15 days/year maintain	\$0	\$2,000
E-Newsletter	2 days set up 5 days/year maintain	\$0	\$500
High Quality Photography	1 week set up 0 days/year maintain	\$2,000	\$600
TOTAL	7 weeks, 2 days set up 7 weeks, 3 days maintain	\$18,500	\$8,100



The total cost of activities in the first year of implementing the marketing and public relations action plan will be approximately 4 months of work and \$26,600. The set up costs that are unique to the first year will take 7 weeks of staff time, which is close to 2 months of work, and the set up costs are estimated at \$18,500, which is largely the cost of gateway signage. The maintenance cost of the marketing and public relations strategy is approximately 7 weeks, which is close to 2 months of work and will cost approximately \$8,100 in the first year and each year that the strategy is in place.

Due to the additional workload that the strategy is expected to place on the Community Development Officer, the allocation of an assistant or the adjustment of other responsibilities representing more than a quarter of the CDO's current workload is recommended for the strategy to be successful.



Part IV

Summary of Recommendations



Part IV- Recommendations and Implementation

4.1 Implementation

4.1.1 Necessary Steps

Given these recommendations, the necessary steps for the Municipality of Brighton to make these industrial lands 'shovel-ready' for business investment are as follows.

1. Establish a Business Park Working Group

A business park working group should be established with a mandate to ensure progress continues towards the development of a 'shovel-ready' business park. This group should consist of the Chief Administrative Officer, Director of Public Works, Manager of Planning and Community Development Officer. It is suggested that the working group consider connecting with the local business community through a business retention and expansion program.

2. Gain necessary approvals

The Town has the legal authority to create road rights of ways and development blocks without formal approvals. Nonetheless, there will be requirements held by other organizations (i.e. Ontario Ministry of Transportation, Ontario Ministry of the Environment, Conservation Authority) that are best addressed through preparation, circulation and review of a draft plan of subdivision, and subsequent study responses to issues raised through these processes. The following requirements are anticipated:

- Confirm road and plan structure.
- Define development lot limits to meet buyer requirements through the part lot control process.
- Undertake and prepare pre-servicing reports to determine and define suitability of proposed road and infrastructure locations. This would confirm general location of servicing related topographic features such as rock outcrops or existing infrastructure such as hydro lines and substations.
- Confirm minimum servicing requirements.
- Update the list of permitted uses.
- Develop an identity plan for the business park. In conjunction with the marketing plan, entrance features (gateway signage) and specialty street lighting could be used to provide a park image or signature.



3. Service the business park

The required action steps are:

- Given the finalized draft plan, have civil engineers prepare the design drawings and stormwater management plan for the 50 acre property. Ensure pipe diameters can accommodate industrial users.
- Determine what elements of the business park design should be tendered.
- Prepare tender documents as required for the lands, put out tenders and select the preferred bidder.
- Service the business park lands and coordinate with the electricity services provider for servicing.

It is important to note that in the future when business park lands get built out, the Municipality will need to determine whether any design changes are warranted.

4. Implement the marketing plan

The marketing plan is explained earlier in this report. By implementing the recommended activities of the Marketing/Promotions Action Plan, Brighton aims to create a reputation of a business friendly community.

- Develop a website page for investment attraction profiling the business park expansion and an inventory of available land.
- Create a prospectus for potential investors.
- Develop a news release that supports Brighton's key marketing messages every two months.
- Host events as opportunities arise to highlight the success of the business park; for example opening ceremonies, or a ribbon cutting announcing the opening of a new business.
- Network with key influencers at local and regional events
Develop a bank of high quality photography that illustrates Brighton's key messages.

5. Prepare a land sales agreement

- It is common to direct six percent of land sales to the listing broker and sales agent. For the industrial park to get the attention of the realtors, the town needs to compensate them for attracting new businesses to the area. Where the services of a real estate broker or agent are involved in the sale of Municipality's industrial property, the agent or broker must register with the Municipality in order to qualify for commissions. The following procedures are required to be followed: Agents must register their client and their agency with the staff of the Municipality.
- The Municipality must receive a client registration form or have the client personally introduced by the realtor. The client registration form has a termination period of 60 days unless otherwise agreed upon by the Municipality. The



Municipality of Brighton agrees to pay a fee or commission based on 5% of the total sale price of the land, upon successful closing of the transaction.

- Should an agent or broker refer an industrial client to the Municipality and prefer not to get directly involved with the sale, the staff shall register the referral and the Municipality of Brighton will agree to pay a 1% referral fee in the event of a successful closing of the purchase and sale transaction.

A draft Agreement of Purchase and Sale should be developed to identify the Municipality's terms and conditions for sale. This step should begin as soon as the servicing is underway. The agreement should be developed by the Municipality's lawyer and incorporate provisions for:

- A deposit on signing, to be credited to the purchaser at closing
- A conditional period in which the purchaser can complete a due diligence analysis, with provision for a penalty-free termination of the agreement and return of the deposit if un-resolvable issues arise and
- A requirement for an approved site plan within one year of purchase or the Municipality can terminate the agreement and refund the purchase price with interest and without penalty.
- Within one year of the date of purchase, to start construction of an industrial building or buildings, to cover not less than 20% of the area of the property and to complete construction of the building(s) and all landscaping required in connection within one year of the start of construction.
- A requirement to complete construction of an industrial building within the stated periods or the Municipality can repurchase the property from the purchaser.
- The purchaser agreeing that their firm or corporation will not sell the property or any part to any person, firm or corporation without first offering to sell the lands to the Municipality at the original purchase price less the actual costs of the Municipality which were incurred in the process.
- In the event that the Purchaser at any time determines that it is unable to start and/or complete construction as provided, the purchaser may request the Municipality to extend the time within which such construction is to be started or constructed. If the extension of time is granted, the Purchaser will be required to pay to the Municipality by way of liquidated damages and amount equal to the amount of municipal taxes and an amount equal to any increase in value of the property. This increase in value shall mean the difference between the amount paid to the purchaser and the amount which would be paid for the property based on the price established by the Municipality at the time of the request for extension.

Formal approval and transfer of the sale of land to the purchaser will require municipal council approval, as supported by a report by the community development officer.



4.1.2 Suggested roles and responsibilities

The following chart outlines suggested timelines, roles and responsibilities for implementing the development of the business park. Given the timeline, this park will be ‘shovel-ready’ in 2014. For the Municipality to meet the timeline, senior staff members will have to be involved. Responsibilities are given to the Municipality of Brighton’s CAO, Director of Public Works and Community Development Officer and Quinte Economic Development Commission/Northumberland County economic development staff.

FIGURE 4.1 - INDUSTRIAL PARK DEVELOPMENT

Step	Implementation Timeline					Municipality of Brighton				QEDC / Northumberland County	
	2012	2013		2014		Mayor	CAO	Director of Public Works	Manager of Planning	Community Development Officer	Economic Development Staff
	H2	H1	H2	H1	H2						
Establish a working group						S	I	S	S	S	
Gain necessary approvals						S		I	S	S	
Service the business park						S		I			
Implement the marketing plan										I	S
Prepare land sales agreement						S	I				

Implementation Responsibilities: I – Initiate – Take responsibility for achieving results S – Support – Assist by providing input, content, and/or direction

QEDC: Quinte Economic Development Commission



4.2 Recommendations

Given the preceding industrial land demand and supply analysis, marketing plan and implementation plan, we recommend that the Municipality:

- Give full consideration to servicing the park over two phases. Investment in the second phase can be staged and tracked ahead of sales to prevent added strain for the Municipality over the short-term.
- Spread the investment in storm water management to private landowners and onto their own lots instead of a communal pond that will lessen the amount of usable land.
- Set the listing price for industrial land at \$35,000 per acre, but consider a sliding scale for land prices. It is anticipated that the majority of land sales will be for small users who build their own facilities. Small users require graded and serviced lots, which add to the cost of the final product. Large parcels provide road, sewer and water and do not need to re-grade or fill the site. Therefore, the cost to develop a large parcel is lower on a per acre basis.
- Maintain a land reserve account to recover the cost of servicing. It is anticipated that the cost to service the business park will be greater than \$35,000 per salable acre. It will be important for the Municipality to direct land sales to a reserve account to help recover the cost of development instead of directing the land sales to general government administration accounts or other community projects.
- Establish a business park working group to continue collaboration and information sharing among senior municipal staff.
- Offer a flexible commission to real estate agents as a small incentive to excite agents to bring their clients to Brighton's business park.
- Consider lowering the industrial full occupied property tax rate to compete with surround municipalities.
- Continue to engage with existing businesses, using them as ambassadors to attract new businesses to Brighton.
- Formalize a land purchase and sale agreement at the Municipality and incorporate the provisions provided earlier in Section 4.1.



Appendix



Appendix A – Water and Sewer Use by Food Processers

Given that food processors are an important investment target in the Quinte Area, it was thought to be useful to give specific insight into Brighton’s capabilities to host these types of companies. This is done below by comparing water and sewage service needs of the companies to what Brighton can offer. Water and sewage treatment are usually the two most common delineators on whether or not a site can host a food processor.

The data below was outlined in *Food Research in Eastern Ontario*, which was completed in 2011 by Location Strategies Limited and Millier Dickinson Blais Inc. for the Ontario East Economic Development Commission.

In 2003, OMAFRA’s Food Industry Competitiveness Branch published *Benchmarks for Estimating the Impact of “Wet” Industry Water and Sewer Use: A Guide for Investment Attraction Professionals*. Recently, the Ontario East Economic Development Commission completed a report entitled *Food Research in Eastern Ontario* that also references this OMAFRA report. Business processes and efficiencies have improved since 2003 and when much of the research was generated for the report, many food processing types of companies have made a series of energy and water sustainability measures that have reduced the water taking and sewage discharging ratio from 100:94 to 100:75. Companies and municipalities mutually benefit from programs to reduce water use and sewage outflow, OMAFRA’s report states that they are working with companies on ultra-high water efficiency (Algoma Orchards and FieldFresh Foods – zero discharge) and PepsiCo (net zero water-taking). This has moved a demonstrated efficiency by industry leaders from a 100:94 (2003) to 80:25 (2008) to 30:00 (Algoma, 2010) to 00:00 (Frito-Lay, proposed). Not all companies can do this, but the observations suggest that a workable sustainable benchmark for water-taking to sewer discharge in food processors is about 60:25.

The following outlines the benchmarks for daily water and sewer use by various “wet” industry sub-sectors. These benchmarks are derived from the water and sewer use records of over 175 “wet” industries located in Toronto and the Region of Peel between 1996 and 1998.

In a number of cases these facilities rely on municipal wastewater treatment, but provide their own water. Their water source is usually from groundwater and used in non-contact applications that did not require drinking water standards. All figures are given in approximate metric equivalents. If the Municipality of Brighton is going to be successful in attracting food processing businesses, the Municipality will need to have excess water and sewer capacity at the levels presented in the following figures.



FIGURE A.1: WATER AND SEWER USE BENCHMARKS FOR FOOD PROCESSING SUBSECTORS

Abattoir and Rendering Plants

	Water Use	Sewer Use	Percent of Water Returned to Sewer	Biochemical Oxygen Demand (BOD)	Suspended Solids
Average	400m ³	330m ³	82.5%	1094ppm	379
Range	0 to 1800m ³	17 to 1600m ³	--	281 to 2362ppm	0 to 1079ppm

Asian Specialty Foods

	Water Use	Sewer Use	Percent of Water Returned to Sewer	Biochemical Oxygen Demand (BOD)	Suspended Solids
Average	57m ³	34m ³	60%	536ppm	282
Range	7 to 88m ³	4 to 66m ³	--	90 to 1734ppm	0 to 1690ppm

Commercial Bakeries

	Water Use	Sewer Use	Percent of Water Returned to Sewer	Biochemical Oxygen Demand (BOD)	Suspended Solids
Average	57m ³	160m ³	48%	992ppm	476
Range	0 to 1477m ³	3 to 763m ³	--	47 to 2538ppm	0 to 975ppm

Beverages

	Water Use	Sewer Use	Percent of Water Returned to Sewer	Biochemical Oxygen Demand (BOD)	Suspended Solids
Average	2,095m ³	1,136m ³	54%	1108ppm	99
Range	0 to 8375m ³	7 to 6647m ³	--	279 to 3430ppm	0 to 614ppm



Canned Food Processors

	Water Use	Sewer Use	Percent of Water Returned to Sewer	Biochemical Oxygen Demand (BOD)	Suspended Solids
Average	3,323m ³	3,128m ³	94%	2104ppm	139
Range	0 to 9970m ³	83 to 9072m ³	--	246 to 3304ppm	0 to 248ppm

Confection Manufacturers

	Water Use	Sewer Use	Percent of Water Returned to Sewer	Biochemical Oxygen Demand (BOD)	Suspended Solids
Average	570m ³	369m ³	65%	1163ppm	587
Range	0 to 1572m ³	7 to 983 ³	--	204 to 2421ppm	0 to 1728ppm

Snack Food Manufacturers

	Water Use	Sewer Use	Percent of Water Returned to Sewer	Biochemical Oxygen Demand (BOD)	Suspended Solids
Average	620m ³	172m ³	28%	1402ppm	2523
Range	0 to 2408m ³	9 to 1039m ³	--	281 to 2362ppm	105 to 14,490ppm

Fluid Dairy Facilities

	Water Use	Sewer Use	Percent of Water Returned to Sewer	Biochemical Oxygen Demand (BOD)	Suspended Solids
Average	561m ³	446m ³	80%	1413ppm	66
Range	0 to 1938m ³	12 to 1353m ³	--	440 to 5199ppm	0 to 285ppm



Cheese and Egg Manufacturers

	Water Use	Sewer Use	Percent of Water Returned to Sewer	Biochemical Oxygen Demand (BOD)	Suspended Solids
Average	126m ³	85m ³	67%	6677ppm	951
Range	0 to 311m ³	11 to 265m ³	--	1103 to 10,410ppm	38 to 1702ppm

Frozen Food & Entree Manufacturers

	Water Use	Sewer Use	Percent of Water Returned to Sewer	Biochemical Oxygen Demand (BOD)	Suspended Solids
Average	118m ³	89m ³	75%	793ppm	561
Range	0 to 374m ³	9 to 281m ³	--	379 to 1200ppm	66 to 727ppm

Ingredient Manufacturers

	Water Use	Sewer Use	Percent of Water Returned to Sewer	Biochemical Oxygen Demand (BOD)	Suspended Solids
Average	306m ³	424m ³	139%*	648ppm	706
Range	0 to 2008m ³	0 to 2486m ³	--	250 to 2308ppm	0 to 3758ppm

*This sample includes facilities that did not depend on municipal water or removed water as a by-product of production.

Meat Processing Plants

	Water Use	Sewer Use	Percent of Water Returned to Sewer	Biochemical Oxygen Demand (BOD)	Suspended Solids
Average	337m ³	256m ³	76%	1031ppm	93
Range	0 to 2597m ³	6 to 2597m ³	--	73 to 4554ppm	0 to 12,750ppm



Oils (Food-Grade) Manufacturers

	Water Use	Sewer Use	Percent of Water Returned to Sewer	Biochemical Oxygen Demand (BOD)	Suspended Solids
Average	1,795m ³	853m ³	48%	291ppm	366
Range	0 to 1983m ³	27 to 1479m ³	--	51 to 614ppm	0 to 172ppm

Sauce and Condiment Manufacturers

	Water Use	Sewer Use	Percent of Water Returned to Sewer	Biochemical Oxygen Demand (BOD)	Suspended Solids
Average	224m ³	131m ³	58%	1577ppm	213
Range	0 to 439m ³	10 to 315m ³	--	565 to 2293ppm	0 to 594ppm

Health and Beauty Aid Facilities

	Water Use	Sewer Use	Percent of Water Returned to Sewer	Biochemical Oxygen Demand (BOD)	Suspended Solids
Average	195m ³	96m ³	49%	1937ppm	713
Range	0 to 482m ³	24 to 148m ³	--	0 to 9430ppm	0 to 1030ppm

Packaging Plants (paper-based)

	Water Use	Sewer Use	Percent of Water Returned to Sewer	Biochemical Oxygen Demand (BOD)	Suspended Solids
Average	164m ³	614m ³	374%	443ppm	--
Range	0 to 1,983m ³	5 to 4,184m ³	--	105 to 1549ppm	0 to 2098ppm

Packaging plants often generate process water from their own source but use municipal sewer services.



Based on this data, food processors can be classified as either appropriate uses in the Brighton business park or unable to be accommodated in the Brighton business park. This information is presented in the following table.

FIGURE A.2: APPROPRIATE USES OR UNABLE TO ACCOMMODATE IN THE BRIGHTON BUSINESS PARK

Food Processing Type	Appropriate Use	Unable to Accommodate
Abattoir and Rendering Plants	✓	
Asian Specialty Foods	✓	
Commercial Bakeries	✓	
Beverages		✗
Canned Food Processors		✗
Confection Manufacturers	✓	
Snack Food Manufacturers	✓	
Fluid Dairy Facilities	✓	
Cheese and Egg Manufacturers	✓	
Frozen Food & Entree Manufacturers	✓	
Ingredient Manufacturers	✓	
Meat Processing Plants	✓	
Oils (Food-Grade) Manufacturers		✗
Sauce and Condiment Manufacturers	✓	
Health and Beauty Aid Facilities	✓	
Packaging Plants (paper-based)	✓	