



Municipality of Brighton

Strategic Planning 2011

The Council of the Municipality of Brighton met in open session at a Special Meeting of Council on June 7, 2011, to begin the process of updating the Corporation's Strategic Plan.

The steps in the Strategic Planning process can include:

- A scan of the demographic, social, political, technological, economic and physical environments within which the community functions
- A review of the community's strengths, weaknesses, opportunities and threats that arise from the scan.
- Adoption of vision and mission statements for the municipal corporation
- Selection of a small number of Strategic Priorities/Goals for the corporation
- Review of the process, trend analysis and broad conclusions to date with the community
- Preparation by staff and approval by Council of actions that designed to achieve those Goals
- Measures and reporting so that staff and Council can measure progress and adjust if necessary, and to inform future planning.

Summary of the June 7 meeting:

Environmental Scan

Demographics

- Brighton population growth in the period 2001 to 2006 exceeded the provincial average.
- 27% versus 18% was over 60 years old in 2006
- That percentage reflects two things, the tendency of young to leave their home communities in their post secondary and early career years, and the attractiveness of Brighton to retirees from the GTA.
- The higher proportion of single family homes in the municipality reflects the demographic demand.
- Brighton is predominantly English speaking and has not been a destination for immigrants from other countries.
- Median household income is lower than the provincial average but so is the proportion of low income households.
- A higher proportion of those employed work outside the municipality than the provincial average-likely due to the easy commute to CFBB Trenton.
- The preschool age population continues to decline relative to the number of children in elementary and secondary age groups as families have fewer children.
- A high proportion of the population is composed of third generation Brighton residents.

Political Environment

- Federal politics will make little difference unless a significant change takes place at CFB Trenton , and there is less likelihood of significant change coming from Queen's Park unless priorities towards municipal government and rural growth change dramatically.
- The new Council elected in 2010 is developing in its ability to work collaboratively in a democratic environment where

differences are permitted and welcomed but the where majority prevails.

- Rural/Urban differences appear to be minimal.

Economic Environment

- Manufacturing will continue to decline as a major employer, but home based businesses will grow.
- The presence of Warkworth Penitentiary and CFB Trenton are two significant employers in adjacent municipalities.
- The retiree market will continue to grow for the next ten years as the baby boom ages and approaches retirement in large numbers.
- The decline in school age population in the longer term will reduce the demand for jobs in the sector.
- Retail big box growth has been in neighbouring municipalities.

Physical/Natural Environment

- Climate change does not appear to pose serious issues, with the exception more severe isolated events.
- The attractiveness of Presqu'ile Provincial Park and the location of the community will be enhanced.
- No significant change is forecast in the agricultural community.
- The Green trend will continue.
- Provincial Environmental standards are anticipated to become more rather than less stringent, if they in fact change.

Social Environment

- As the population ages, the demand for recreation services will change
- Retirees are more active than previous generations and as a result are interested in more physical activities
- However there needs to be a blend of social and physical opportunities
- Cultural activities will increase as a community focus.

- Medical care will eventually become a higher priority, as will public transportation.

Technological Environment

- High speed internet has become of critical importance for family and business communication, for commerce generally and for tourism.
- Those who are not proficient need training opportunities to overcome the barriers that exist for them.
- Libraries will continue to be important services but more of their services/growth will migrate to on-line.
- It is important that rural communications keep pace with urban accessibility.

Strengths, Weaknesses, Opportunities and Threats

These are the factors that affect community decision making. Sometimes they can be changed or modified sometimes they cannot. But they must always be taken into consideration when making plans.

Strengths

- ✓ Proximity to highway 401
- ✓ Access to Lake Ontario
- ✓ Location on migratory bird route
- ✓ A world class high school
- ✓ A secure fresh groundwater supply
- ✓ Brighton offers a pleasant lifestyle.
- ✓ Property taxes are lower than neighbouring communities
- ✓ Municipality is fiscally sound
- ✓ Proximity to CFB Trenton
- ✓ Strong community spirit and citizen involvement

- ✓ Municipality has a strong staff and has recently adopted a planning culture
- ✓ Community has high quality of place.

Weaknesses

- ✓ Limited cultural infrastructure
- ✓ Limited retail services
- ✓ Lack of overnight accommodation for tourists and visitors
- ✓ Communications technology could be improved
- ✓ Less commerce and industry than in the past despite population growth
- ✓ No significant low service high revenue producing properties from a property tax perspective.
- ✓ Community has a history of being reactive
- ✓ Impact of rail corridors
- ✓ Limited rental/transitional housing.

Opportunities

- ✓ GTA Baby Boomers will continue to look eastward for retirement.
- ✓ Waterfront will continue to be a draw.
- ✓ Agribusiness continues to evolve
- ✓ A move to a creative economy looks for quality of place
- ✓ It is a community suitable for an active lifestyle
- ✓ New residents bring an opportunity for the expansion of cultural activities.

Threats

- ✓ A slow down at CFB Trenton would be a problem
- ✓ Rail traffic expansion would be disruptive.
- ✓ Rigidity over time in the Provincial Growth Plan could be a challenge.

- ✓ A decline in retail activity in the community could make it less attractive.

Strategic Directions

The group described a number of activities that Council could focus on that fell into three broad categories, or areas of Strategic Direction. They were

- ❖ **Quality of Place**
- ❖ **High Quality Service Delivery**
- ❖ **A Proactive Orientation**

The activities are listed below in no particular order:

- Extend Butler Creek Trail
- Redevelop municipally owned Downtown Core
- Establish Seniors Drop in space
- Clean up municipally owned waterfront
- Encourage theatre groups
- Expand Health Unit presence in town
- Encourage space for respite care
- Enhance trails for rollerblading and biking
- Increase use of accessible transit
- Consider added recreational space- e.g. dog park
- Monitor source protection efforts closely
- Promote park use
- Support rural hamlet viability
- Encourage Brighton Bay Clean up
- Solve constructed wetlands odour problem
- Develop a 30 year capital plan for municipal infrastructure
- Complete the Recreation Master Plan
- Adopt a storm water master plan
- Adopt a transportation master plan
- Improve marketing/branding plan for the municipality

- Be sure to implement plans rather than have them gather dust
- Consolidate economic development efforts
- Promote heritage aspect of tourism
- Promote the creative economy
- Review Brownfield and industrial land development opportunities
- Review agribusiness opportunities
- Encourage retail spending in Brighton
- Encourage expanded tourist accommodation
- Review commercial property expansion
- Expand use of social media by the municipality
- Develop long term plan for municipal building
- Get Greener-less paper, recycling, etc
- Encourage green energy
- Pursue cost sharing with other municipalities
- Review accessibility plan
- Consider partnerships with other governments and non profits
- Measure delivery of all municipal services
- Develop a strategy for seeking assistance from senior governments.

Existing Vision Statement

It is posted on the municipal website as:

“Where the Past Greets the Future”

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

I would suggest that Council consider amending it to be more future oriented. A vision statement usually is designed to enunciate what a community wishes to be in future. Sometimes that is different than what it is at the time of adoption, and sometimes it reflects a desire to enhance and maintain the status quo.

Slogans are of doubtful value. Even in private marketing efforts, most slogans do not have lasting value, and only work when tied into an extensive media branding exercise.

A modification could be considered such as:

Brighton will continue to be an affordable and friendly community in which to thrive and to raise a family. The community will be supported by a diverse economy, and will preserve and celebrate both its built and natural heritage.

Existing Mission Statement

The mission statement describes how the municipal corporation will proceed, in broad terms, in achieving the vision.

The current mission statement says:

Mission

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

The question to address is does it support the Vision? It appears to although it would be enhanced if the words “cost effective and environmentally responsible” were added in between “friendly” and “services”.

The next step in the process is to review the Environmental Scan, the SWOT analysis and the broad trends identified by the Council and staff, with the public, invited to a meeting on June 21, 2011. The results of that meeting will be reported to Council, for incorporation into its determination of the Strategic Priorities in the 2011 Update for the Plan which will in turn provide direction to the staff for preparation of detailed implementation plans to be submitted to Council for approval.

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June 2011

Addendum: Results of the June 21, 2011 Public Meeting

Introduction:

The Public Meeting on June 21st was well attended and held in the Town's Community Centre. It began with a review of the material contained in this document, and posed the questions to the public in attendance-“Did Council and staff get it right, did they identify the key trends, strengths and weaknesses, and if so are their Strategic Directions appropriate and their list of activities complete?”

The public broke into two large groups to consider the question.

Public Comments:

The two groups agreed, that the Council had generally “got it right”.

However, they did add the following items for Council to consider for incorporation into the final plan:

- ❖ The population is aging, and as numbers in the older categories inevitably grow, there will be a need for more accessible transit, long term care bed, retirement residences, and access to medical services.
- ❖ If development continues to occur south of the tracks, elevated crossings will need to be considered for emergency and other services.
- ❖ Presqu'ile Bay area would benefit from the formation of a Friends of Presqu'ile Bay group, which Council could encourage to be created.
- ❖ Council should review the gathering places available for local events
- ❖ Greater encouragement should be given to citizens to shop local
- ❖ Storm drainage plans need to be reviewed and to reflect climate change.
- ❖ Don't assume rural and urban areas are alike even if current issues don't differ significantly
- ❖ Diversification in housing stock needs to be considered.

Addendum #2: Committee of the Whole, Brighton Council November 22, 2011

Council and Senior staff met to discuss the Strategic Actions the came out of the June 7 Council and Staff Strategic Planning Exercise and the June 21, 2011 Public Meeting.

In addition Committee considered revisions to the Vision and Mission Statements that had been adopted in the previous Plan, with a view to making the Vision slightly more forward looking and the Mission modified to reflect how the municipal corporation would operate in support of reaching that vision.

The Committee agreed on modifications to both, which were recommended to the next Council meeting for adoption.

Committee and staff then each undertook a ranking exercise for the 45 Strategic Actions that had been identified in the two earlier sessions. Participants were asked to rank each action as an A(High Priority), B (Medium Priority) or C (Low Priority). Each member was required to assign 15 of each priority - that is 15 As, 15 Bs and 15 Cs.

The results were tallied and the next sheet shows the results.

The Strategic Actions are listed in a priority order that reflects the combination of the A and B rankings summed. That is to say 7As plus 3Bs, or 3 As and 7Bs both gave a combined score of 10 and the two Strategic Actions would be ranked equally.

The Strategic Actions are not all of equal importance and some are parts of others or very similar to one another.

It is recommended that at this time that staff prepares a more detailed action document that would take the top 19 and add steps, timelines and measurements.

For clarification, those scoring and A+B total of 8 or less are not to be ignored, it is just that it is preferable to do the higher priority group before starting on the lower priority ones, unless as noted before, they are actually part of one of the higher priority actions.

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November 24, 2011.