



Municipality of Brighton

Council Meeting

Council Date: 20 Oct 2014

To: Council

Prepared By: Elisha Purchase, Manager of Economic Development & Communications

Reviewed By: Gayle Frost, CAO

Department: Economic Development & Communications

Subject/Title: Brighton Branding Strategy

Recommendation:

That Council approves the Branding Strategy as delivered by Gary Lintern and Olivia Lintern from Tenzing Communications;

And that the Business Plan & Strategy for the Brighton Creative Trade Centre/ Brighton Public Library be supported;

And that Council support the creation of an Advisory Committee to oversee the feasibility of a multi-use facility that would house a new library and Creative Trade Centre with support from the Economic Development Manager and Library CEO;

And that Council receives information pertaining to the Branding Development Launch Event planned for Thursday, October 30th at the King Edward Community Centre.

Background/Purpose:

A resolution to move ahead with a branding development strategy with inclusion in the 2014 Capital Budget was approved by Council and awarded to Tenzing Communications in November of 2013.

A concept was presented on June 2, 2014 where Council received the information presented by Gary Lintern and Olivia Lintern from Tenzing Communications regarding the Branding Strategy development, and instructed staff to move forward with the development of a business plan for the BCTC concept presented as part of the strategy.

A team comprised of four members have contributed to the development of the BCTC Business Plan:

- Elisha Purchase
- Laurie Caouette
- Sherry Hamilton (Chamber of Commerce)
- Tracey Acker (local business operator)

Analysis/Comments:

Part 1 – Branding Strategy – Tenzing Communications

Final deliverables of this project are ready to be presented and supported by Council. A presentation is being delivered by Tenzing Communications with the final delivery of the Brighton Branding Strategy including:

- Marketing Roll-Out Plan
- Brand & Graphics Guide

Part 2 – Business Plan – Elisha Purchase

As instructed, staff have prepared a Business Plan for the development of the Brighton Creative Trade Centre. Business Plan contents include:

- Purpose
- Project Summary
- Market Analysis
- Business Structure
- Industry Analysis
- Operating Plan
- Financial Plan
- Competitive Analysis
- Marketing Plan
- Impact Analysis

Business Plan Summary

Building the Product - Purpose of the BCTC:

(1) Reinvent Brighton as a unique and entertaining destination by integrating 'maker enterprises', tourism, community resources and artisan demonstration in a flexible hub, purpose-designed to be the centre of creative trades and development in the region.

(2) Generate spin-off retail, manufacturing and related business growth, and attract a new generation of residents and visitors.

Project Summary:

Provides clarity around the Branding development process and the need for Brighton to create brand preference if the community is to meet the key objectives:

- Increase Tourism
- Increase Property Values
- Create Employment

What could it look like:

Public-Private Partnership (PPP) allows us to manage needs/ leverage existing assets. This plan identifies the need for three key anchors that will help sustain the creation of a new and unique Brighton Creative Trade Centre (BCTC) – a place that connects incubation, mentorship, and tourism attraction to a new cluster of business leaders.

- Library/ Resource Centre + Tourism (Public Partner)
- Café/ Eatery (Private)
- Education

By securing these anchors, integrating 'maker enterprises' to support and attract create trades entrepreneurs will be feasible and sustainable.

Upon completion of a draft plan, staff attended a meeting of the Brighton Public Library Services Board to discuss a partnership opportunity. The following resolution was approved by the Board;

Proposed Components:

- Library/ Resource Centre
- Craft Incubator Spaces
- Educational Space
- Meetings/ Demonstration/ Event Space
- Office/ Professional Services
- Admin/ Tourism
- Commercials Kitchen/ Eatery
- Public Washrooms

Location/ Service Area:

Based on criteria provided in the branding development strategy, it is our recommendation that existing commercial assets located in the municipality be investigated for feasibility for the development of a Brighton Public Library and Creative Trade Centre. There are number of opportunities that would fit the requirements, meet

multiple objectives, and support the success of a multi-purpose facility that should be investigated.

Competitive Analysis:

Analysis has been completed on twelve complimentary operations including incubators, communities, libraries, and cultural venues. Although a number of similarities and complementary areas have been identified, the BCTC concept is unique in its nature due to the diversity of services and business model components. Each comparator referenced in this plan has been identified for key strengths, as well as differences that make the BCTC concept one of a unique nature.

Conclusions:

- Blending of the library and BCTC meets the needs of all partners and creates a sustainable, multi-use facility with shared services.
- Executing this plan will allow Brighton's new story to come to life.
- A staged approach has been developed and is achievable with partnerships secured.
- Short and long term objectives will be met and will create positive economic impact on our community.

Let's marriage two plans and make what this community needs happen! We need to collaborate if our vision is to become a reality.

Financial Implications:

Proposed resources for future implementation have been identified in the Branding Strategy and Business Plan. Future recommendations will be presented by staff during the 2015 budget process.

Attachments:

Marketing Roll-out Plan
Business Plan & Strategy
2



Tenzing

branding | communications | orienteering

**ECONOMIC DEVELOPMENT
MARKETING PLAN**

**THE MUNICIPALITY OF
BRIGHTON**

TENZING
OCTOBER 10, 2014

All successful companies, initiatives and organizations employ marketing strategy and techniques to focus attention on the qualities or unique characteristics most likely to generate preference and, in turn, revenue. Communities in this millennium are no different. If blessed with natural resources or a unique legacy, the task is relatively straightforward. The majority, have to work a little harder at it, and in that context, Brighton is a good example.

From a marketing perspective, Brighton lacks the unique attributes required to take the simple, straightforward path. Brighton has to imagine and then make a new future.

What Brighton has in abundance is a rich resource of people and skills and a network of entrepreneurs and community leaders who are willing to contribute to the greater good. The community has demonstrated the willingness to reinvent their economic future by creating a maker industry hub in the middle of town and focusing marketing efforts on that hub. If successful, the hub - The Brighton Creative Trades Centre (BCTC) - will become the focal point of business recruitment, tourism attraction and in the long term, a revitalized tax base.

There is general agreement to date regarding the nature of this new facility. Now the marketing work must begin.

BCTC project development is likely a two-year endeavour regardless of new build or refurbishing an existing space and with or without partnering with a newly imagined local library. But positioning and promoting the community of Brighton won't wait two years. While the BCTC site is being selected, approved, designed, built and filled, efforts to position, engage and promote the community will begin. And in some ways, this is fortunate. Building awareness for a community in a specific context (maker industry and related tourism) will take time, especially in lieu of significant promotional budgets.

So we'll build the marketing foundation of awareness as the actual building goes through the necessary planning, funding and development phases and we'll be ready when the BCTC opens its doors.

MARKETING

In its simplest terms, marketing is a relevant blend of product and position, place, price, people and promotion. In that context, Brighton has already moved well along the path to making good decisions.

Product: What are we promoting and selling?

- We will create the Brighton Creative Trades Centre and market it as the primary community attraction.
- We will position Brighton as a progressive, innovative community and home to a growing 'maker' economy.

Place: Where will people find our product?

- There are several locations and BCTC concepts under consideration. This process is well under way.
- The entire community (in town and rural) will become our distribution centre (networking and participation).

Price: What will people pay for our product?

- BCTC rent, revenue generation, funding and other forms of pricing will be factored into the business model as it is developed.
- Benchmarks for current economic activity should be set and metrics for tracking change should be established.

People: Who will sell and who will buy?

- The residents and business owners of Brighton will be the first wave of BCTC tenants and our network of engaged advocates (everyone becomes a sales associate).
- Target audiences are identified in the Promotion Plan.

Promotion: How will our target audiences learn about what Brighton offers?

- The balance of this marketing plan is focused on a strategy, core tactics, budgets and a timeline for promotion over a two-year period (development to launch).

The Municipality of Brighton Ontario, Economic Development Marketing Promotion

Objectives:

1. Position Brighton Ontario as a progressive, innovative community and home to a growing 'maker' economy.

Metrics: Web traffic
 Tourism revenue
 Anecdotal

2. Engage the entire community in awareness building, BCTC ownership and business recruitment (for both the BCTC and for the greater community - main street, industrial park, etc.

Metrics: BCTC Share ownership
 Web traffic
 Media mentions / support
 Business recruitment

3. Support the development and launch of the BCTC and build awareness of the BCTC among business recruitment and tourism targets.

Metrics: Launch success
 Tourism traffic
 Media mentions
 Paid media impressions
 Community network support

Target Audiences:

Local

- business leaders (maker industry and otherwise)
- residents (all, in town and rural)
- media (radio and newspaper)

Regional

- government partners and tourism partners
- businesses and residents
- media (print, broadcast)

Provincial

- maker industry media
- tourists
- entrepreneurial prospects

Demographics:

1. Boomers, early retirees (local, regional, provincial)
2. Twenty & Thirty somethings, artisan/maker profiles (local, regional, provincial)

Psychographics:

While PSYTE Clusters may prove useful down the road for media plan development, for the purposes of this plan, the social make-up of our target audience is as follows:

There are population segments both locally and further afield comprised of people who are skilled in maker or artisan trades and creative activities - and who are open to pursuing alternative career and lifestyle paths. They are early retirees who have long harboured a dream to do something different and they are younger demographics that are opting for a simpler, self-managed lifestyle. Both groups fit our target profile for the BCTC.

Campaign Theme: Make It (In) Brighton!

Promotion (Communications) Strategy:

There are two strategic streams that will run concurrently over the next two years: Positioning and promoting the community as an emerging maker industry centre; planning and building the BCTC. These two streams will merge as the BCTC becomes the self-funding focal point of promotion in mid-2016.

1. Promote the Vision of Making It in Brighton to local business leadership, residents and media. Build regional awareness of emerging maker industry innovation and focus in Brighton.
2. Support community ownership and partnership in the planning, building and launch of the BCTC - include local participation and mentoring in the first wave of tenants.

Timing & Budgets:

- October - December, 2014
Complete planning and community engagement.

- RFP Funded \$ 18,000
- New Money \$ 10,000
- ED Web Budget \$ 17,000

- January 2015 - December 2015
Package and promote community and BCTC development support.

- Existing ED Budget (proposed) \$140,000

- January 2016 - June 2016
Merge community promotion with launch of BCTC.

- Budget \$ TBD
(a blend of BCTC funding, revenue and ED budgets)

TOP-LINE TACTICAL PROMOTION PLAN - TWO STREAMS

Stream One: BCTC Fund, Build & Fill

Stream Two: Community Promotion

Note: Tactical specifics (defined media relations plans, media lists and costs, website details and architecture, etc.) are outside the scope of this planning exercise but are the logical next step for the organizations that implement the strategy.

OCTOBER 2014 - DECEMBER 2014 DEVELOP AND DEPLOY

- STREAM ONE: BCTC

- Community Vision Event (TZ Presentation) \$ 6,000
- Facebook Community Engagement Tool \$ 6,000
(to be created)
- BCTC Vision Microsite \$10,000
(to be created)

- STREAM TWO: COMMUNITY

- Brand Guide (complete) \$ 3,000
 - Marketing Plan (complete) \$ 3,000
- Brighton Website Dev. Part 1 \$17,000
(planning to commence Nov 1)

**JANUARY 2015 - DECEMBER 2015
DEVELOP AND DEPLOY**

(based on planned ED budget of \$140,000)

- STREAM ONE: BCTC

BCTC Pitch Kit (Brochure/folder/inserts)
(selling the merits of the Vision to the community,
media and prospective tenants).

January - March delivery \$12,000

Public Relations (local media engagement, ground-breaking ceremony, regional media engagement,
community-funding).

April - August \$16,000

- STREAM TWO: COMMUNITY

Community (ED) Website & Pitch
Kit (the tools require to promote the community for business recruitment, and other forms of
investment).

January - March delivery \$32,000

Paid Advertising & Merchandising (tourism ads - print or radio, town signage, park entrance promotion,
summer event)

May - August delivery \$55,000

Catalogue One (Maker Magazine)
(a print magazine format promoting local artisans, the community Vision and upcoming events and
milestones to be distributed at Tourism locations).

May Delivery \$25,000

**JANUARY 2016 - JUNE 2016
DEVELOP AND DEPLOY**

(Budget planning this far out is not applicable. However, costs will remain and should remain in line with previous spending, and the BCTC, when operational, should become a self-funding, community-owned enterprise.)

- STREAM ONE: BCTC
 - BCTC Marketing Plan
 - BCTC Website
 - Catalogue Two (featuring news and products of local creative trade community)
 - Pre-Opening Media Relations

 - Grand Opening Event (June 2016)
 - BCTC Media Relations
 - BCTC Paid media (print, broadcast and partners)
 - Mini events throughout the summer

- STREAM TWO: COMMUNITY
 - Community (owner/advocate) pre-Launch event
 - ED website updates, outreach
 - Limited ED advertising (this moves to BCTC Stream)

Note: By about June 2016, after the BCTC opens, marketing and advertising costs from the public budget should decrease to a minimum and all focus in promotion should be on building awareness and traffic to the BCTC (and related local enterprises).

BUSINESS PLAN & STRATEGY

BRIGHTON CREATIVE TRADE CENTRE/ BRIGHTON PUBLIC LIBRARY



Make your own future.

Brighton Economic & Community Development

October 2014

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OUR PURPOSE

- (1) Reinvent Brighton as a unique and entertaining destination by integrating 'maker enterprises', tourism, community resources and artisan demonstration in a flexible hub, purpose-designed to be the centre of creative trades and development in the region.
- (2) Generate spin-off retail, manufacturing and related business growth, and attract a new generation of residents and visitors.

How:

- (1) Build a business: Create a for-profit, shared-cost business model that optimizes existing or planned community investment, existing provincial park tourist traffic and regional marketing successes - generate measureable financial gain for the community in the process.
- (2) Choose the smart location: Convert an existing downtown space to reflect the culture and legacy of area. Re-invigorate downtown and neighbouring streets and attractions as a result.
- (3) Inspire 11,000 Fans: Mobilize local cottage industry and small enterprise business owners as stewards of the project. Engage the entire community including rural and agri-business neighbours in ownership.

Value:

Achieving community economic development objectives with a sustainable, self-sufficient business solution.

Personality:

Creativity / Collaboration / Mutual Success / Progressive

PROJECT SUMMARY

Brighton Branding Process

The Municipality of Brighton has identified and packaged a new brand. The purpose of the brand in this case is to aid in economic development with a goal to increase local business, property values and tourism.

The brand development process was completed by Tenzing Communications who presented findings that represent a blunt but respectful assessment of Brighton as it stands today, the capacity to meet the defined objectives, and the steps needed to address issues that will hold the community back. Although it feels like bad news, it is not bad news. The way forward is not as easy as putting up some nice new signs and revealing a new slogan for the future. A bright future for Brighton requires a little more work.

Brighton does not enjoy a clear and sustainable industry cluster at this time. It is a gateway to other destinations like the provincial park and Prince Edward County but not necessarily a stopping point. While it has enjoyed a net population gain recently, little of that gain creates jobs or attracts tourism. The creative class has no reason to come here at this time. And the Boomers are not flocking to Eastern Ontario any time soon. There is little reason for youth to stay and no truly unique reason for visitors to exit their cars. We have events that attract brief periods of incremental business, but sustainable, year-round growth is difficult to find.

Brighton does not enjoy brand preference today. And no advertising campaign will change that. There are however, three elements of very good news that could set Brighton apart.

- (1) The honesty and commitment of stakeholders in the community indicates Brighton has the people assets required to make positive change happen.
- (2) Brighton is in an excellent position to leverage the tourism investments of neighbouring communities while taking advantage of provincial park tourism.
- (3) There is a general consensus on what could be done to refresh the local economy with new ideas for the future.

There is willingness and appetite for change in Brighton (without negative impact on the community attributes). That is a huge and positive first step. The leadership in Brighton is willing to get beyond the usual small community brand elements; we're exploring genuine differentiation. There is enough research, and enough community input from previous initiatives, to give Brighton all the perspective it needs. Now it's time to act.

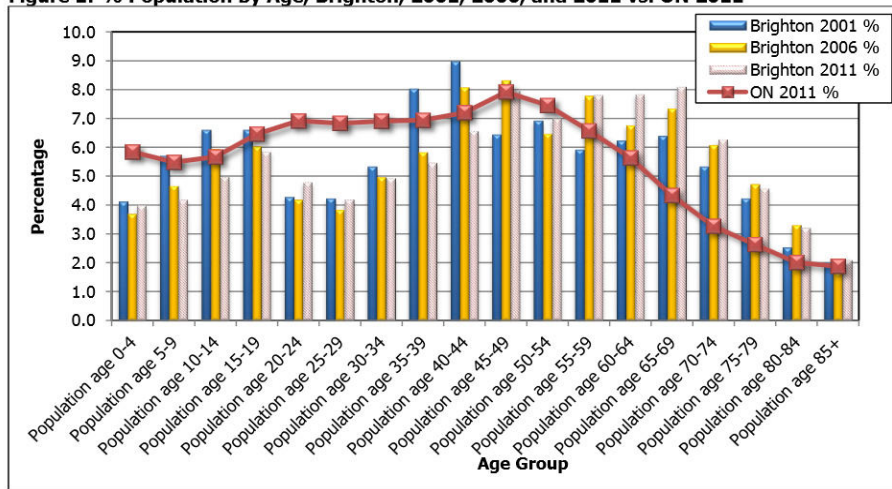
Now the hard work begins. 500,000 people visit Presqu'ile Park every year. What do we have to build to get them to stop?

MARKET ANALYSIS

A Brief Statistical Overview of the Municipality of Brighton (Community Development Plan, 2012)

Brighton’s population is increasing. The population increased from 9449 in 2001 to 11,290 in 2011. Brighton’s population is getting older. In 2011, Brighton’s largest age segments were between the ages of 45-49 and 55-59. The population in the latter was significantly higher than the provincial average. All other age segments below the age of 45 in Brighton decreased between 2001 and 2011, with the exception of the 20-24 age group.

Figure 1: % Population by Age, Brighton, 2001, 2006, and 2011 vs. ON 2011



Brighton is a primarily English speaking community. The vast majority of the population speaks English only (93.2%). This is higher than the provincial average of 86.1%.

Housing prices in Brighton have more than doubled since 2001. In 2001, the average dwelling value in Brighton was \$134,604. In 2011, this had increased to 284,241; however, this is still significantly less than the provincial average (\$397,452).

Incomes – Although still slightly lower than the Ontario average, income levels in Brighton have been slowly increasing and have been increasing at a higher rate compared to the provincial average.

Educational attainment in Brighton - Brighton has a higher percentage of its population that has attained a college, CEGEP or other non-university certificate or diploma when compared to the provincial average (25.7% vs. 22.1%); however, Brighton has a lower percentage of its population with a university certificate or degree than does the province (13.7% vs. 26.5%) and a higher percentage of its population (28.6% vs. 24.9%) with only a high school certificate.

Brighton’s unemployment rate has increased, yet remains lower than the provincial average. In 2001, Brighton’s unemployment rate was higher than the provincial average (6.4% vs. 6.1%). Although

Brighton's unemployment rate has increased since 2001, it was lower than the provincial average in 2011 (8.0% vs. 8.4%).

Top industries by labour force - The top four industries in Brighton in terms of percentage of labour force are:

- Manufacturing
- Retail trade
- Construction
- Public administration

Just under half of the jobs in Brighton are filled by workers who live elsewhere. 44.9% of workers declaring a usual place of work in Brighton live outside of Brighton. On the other hand, 66.1% of the workers living in Brighton had a usual place of work outside of Brighton.

Creating an Experience that results in Preference!

Imagine...

Imagine a community that is thriving; that has a pulse. A community with a real presence that is supported by the people and is recognized by other surrounding communities as a "place to go".

Imagine a place that houses creative energy with vibrant artisans developing their craft. Imagine a place that caters to all of your senses. That awakens your senses. A community that supports local made, hand-made artisan products with a retail space to generate revenue for the artisans and for the entire town. Imagine a place where gourmet culinary is available, utilizes locally grown produce and connects with the agriculture of the area. Imagine a place where you can learn the fine art of cooking to entertain your guests. Imagine an integration of farmers, producers and clients. Imagine a stronger community because of it.

Imagine it here.

Imagine a place where locals can meet. Imagine an event space where festivals can thrive for locals and for visitors. Imagine a place that suddenly has something – a product - to offer its residents, visitors and surrounding towns to the east and to west. Imagine a town that attracts tourism because of the positive energy it receives when visiting because of the PULSE of the town.

Imagine a town that is sustained and continues to develop because of the energy that is invested to keep it alive. Imagine a downtown core lined with retailers because the BCTC continues to develop artisans year after year, which in turn creates a bustling energized business area with an attractive and appealing business mix. Imagine a place that people love to visit so much they decide to move here. Imagine property values going up. Imagine future housing developments. Imagine a town that maintains its small town love through a more connected community and a stronger, more strategic economic plan. Brighton can be the little engine that could....

Nestled on the shores of Lake Ontario and the primary gateway to the naturalist's haven of Presqu'île Provincial Park, Brighton is a growing hub of unique craft and trade entrepreneurs, adult education, tourism and lifestyles.

"Make your own future" or "I made it here" = with my hands, as my craft, and as an entrepreneur!

This brand creation for Brighton was developed by Tenzing Communications, a full-service agency which uses advertising, branding and web solutions to help you position in a clear space, on higher ground.

Based on all research reviews, cluster reviews, leadership and partner orienteering sessions and marketing expertise, the following conclusions were made:

- There is no existing, consistent, differentiate brand experience that will address the identified objectives; Tourism growth, employment growth, and property value growth.
- Brighton does not currently lead or stand apart in any aspect of tourism – it spears unable to truly leverage regional tourism success.
- Advertising, slogan and other communications based on what exists today will not change the status quo.

BUT;

- There is business, partner and community support for generating economic growth in the create trades sector (that in turn can create demand for other services and industry).

THEREFORE;

We need to build and create a product!

BUSINESS STRUCTURE

Goal - To establish a growing hub of unique craft and trade entrepreneurs by creating a centre for trade that promotes economic growth.

Objectives

1) Tourism - Engage visitors by creating a space designed to educate and entertain (edutainment). The Trade Centre will offer opportunities to learn through hands on workshops, artisan demonstrations, tell the stories that inspire creativity, and make available locally made products to consumers. Building a vibrant community hub that provides innovative library services, tourism information and a regular farmers market, in addition to a unique space that fosters entrepreneurship, will lure visitors among other audiences. Providing a link from the town to Presqu'île Provincial Park is a significant factor that will retain tourism already being generated. If 10% of visitors from the park are attracted to this facility, this would generate 25,000 in traffic.

2) Employment/ Retention - Provide space for creative entrepreneurs to launch and test their ideas. A space where they have access to professional services, mentoring, networking and clustering opportunities. Space is available for rent and needs are assessed on an individual basis. All entrepreneurs are required to participate in the “success program” that is offered. Nurturing growth of these types of jobs has the potential to create economic stability for the future. Unlike large manufacturing facilities that can cause huge upheaval in a local economy when a corporate decision is made to relocate or close, these jobs depend on each individual business owner to continue to create. Having the proper supports can instill confidence and help to avoid pitfalls.

3) Property Values - Improve the overall value of property in Brighton. The Centre will incorporate a number of assets traditionally thought to add value to property in a community, including a new high tech library that can meet the needs of future residents and a growing business community. The addition of a farmers market will bring back a tradition that has been absent in Brighton for a few years now. Gathering the supports for creative entrepreneurs under one roof will attract these types of people to become residents in our community. Creating a tangible product in our community that generates new business, attracts dollars, and supports the creation of new assets will support a sustainable, growing economy and generate an increase in property values overtime.

SWOT Analysis

STRENGTHS	WEAKNESSES
Highlighting all the positives is EASY TOO! <ul style="list-style-type: none"> • Local mentors • Community excitement • Need is present • Provincial and federal government support • Market is hungry • Proximity to markets • New concept (no overlap in the area to the East or West of Brighton) • Opportunity to attract the cultured crowd: art, wine, culinary interested patrons (both new clientele and ability to capitalize on Prince Edward County market). • Connection to Presqu’ile Park 	Finding reasons to NOT do something is EASY <ul style="list-style-type: none"> • Unknown expenses • Unknown revenue • Unknown employment creation • Lack of supporting assets ie. Unique housing/ accommodations • Unconfirmed partnerships that are key to success (library, ENSS, post-secondary) • Funding/ financing • No site has been selected
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Fill a gap • Support youth retention • Combined marketing (agricultural, craft, retail) • Tourism attraction • Increased property values 	<ul style="list-style-type: none"> • Funding/finances • Weak partnerships • Moving too fast and/or lack of momentum • Doing too much as once

<ul style="list-style-type: none"> • New employment • Shared services • Reduced costs • Partnership opportunities with attractions re: The Big Apple • To sustain and develop Brighton/ make a difference for the future of our town • Create a product for the next generation; retain youth and culture to prevent talent from escaping to urban areas. 	<ul style="list-style-type: none"> • Artisans product development does not reach goals/ inability to attract creative trade • No investors • Lack of control over Economy
<p>Specific to a New Build Strengths - clean slate Weaknesses - cost, ventilation in the downtown core, take away parking facilities, space</p> <p>Specific to an Existing Building Strengths – cost savings (already has structure), existing properties available with adequate space and required parking with opportunity to expand Weaknesses – unknown building issues with existing properties</p>	

INDUSTRY ANALYSIS

“Be the Adventurer of your own dreams. Aim high. Aim higher. Be your best. Inspire others. It’s contagious. BE FEARLESS. Discover your purpose and then make it happen. Go beyond your wildest dreams. Do stuff that matters. Do it right! Stop at nothing to create, evolve, be smarter, nourish and heal. Have an OPEN mind. Listen. Really listen. Defeat the Naysayers. Dare yourself daily. Defy the ordinary.” Genuine Health (Abbreviated version from a magazine ad)

Multi-faceted in its offerings, the BCTC is a community grounded facility that includes artisans, local made products, retail, and culinary (farm to table). These local grown trends incorporate the agricultural sector, as well as the service industry; café, pub, restaurant.

Let’s also not forget the educational aspects of the potential inclusion of the new build Library; a bustling community resource centre that would provide enhanced services to the community. Together, a partnership between the library and BCTC would build a space for creation and learning!

Tourism cannot be overlooked as another facet of this facility as it is inevitable that something of this magnitude would attract clients from near and far. This centre could be a new asset included in regional tourism promotions, tour routes and on the list of stops to make while in area! There are many attractions in our area. With Brighton being the gateway to Presqu’île Park and Prince Edward County, we need to create a reason for people stop instead of being a place people drive through to get where they are going. This project would continue to support the busier summer season, while unique events reflective of such a collective could be promoted throughout the year in order to sustain the slower months.

Industry Trends

Artisan Economy <http://www.smallbizlabs.com/artisan-economy/>

In an article published by Small Business Labs, a research company focused on tracking and forecasting the trends impacting the future of small business, a recent review was published in spring of 2014 on "The Infrastructure behind the Rise of Crafters, Makers and Hobbypreneurs."

There are a number of conclusions around the Maker Movement. "Makers increasingly create new products and build small businesses based on innovative use of technology, processes, and business models. They represent a growing force of hobbypreneurs contributing to global economy." (Makers Movement report, Small Business Labs, 2009). During the time of this report the above statement was noted as controversial. Makers were considered hobbyists, amateur crafters and tinkerers rather than a source of new businesses. Much has changed over the last 5 years.

"A proliferation of high-tech but affordable manufacturing tools and new sources of funding are empowering a generation of handy entrepreneurs and laying the foundation for a hardware renaissance." (Reuters article: Do-it-yourselfers inspire hardware renaissance in Silicon Valley).

The rise of Makers, crafters and others turning hobbies, passions and interests into small businesses is being enabled by a growing support infrastructure that allow these businesses to start-up and foster.

Now defined as an industry versus a hobby, financing is available for the creative trade industry. Private companies are offering various forms of loans and advances to small and micro businesses. Crowdfunding and more recently equity crowdfunding are also being increasingly used by these types of businesses.

For most hobbypreneurs it's still about their passions. The chart below ([Etsy: Redefining Entrepreneurship report](#)) demonstrates the primary motivation for the artisan economy.



Mentoring Centres <http://smallbiztrends.com/2012/04/choose-startup-business-incubator.html>

A Mentoring Centre is designed to provide support to new businesses to help them succeed. Every mentorship program is different, but incubators and accelerators typically include access to mentors or experts from different areas of business who provide guidance on the start-up. Some incubators are place focused, while other are more of a process.

While business incubators date back as far as the 1950s, the explosion in growth began with the dot com bubble of 1999. Today, there are more than 1,500 business incubators in North America, and around 7,000 globally.

Each mentoring centre has a different aim. The majority in North America are non-profits focused on economic development. Some are supported by local communities and others by corporations. While the media tends to focus on the technology-centric incubators (approximately 39% of North American incubators are tech-focused), there are plenty of others if you are in services, manufacturing, food production, green tech or other niche markets.

Incubators are like business school on steroids, but instead of spending two years writing fake case studies and research papers, you're learning hands-on with your own business. You learn from the teachers. You learn from other students who may be in different stages of business than you are. You learn how to tweak your business idea, make it a profitable or successful one, and sometimes sell your idea to investors.

At the end of the mentorship program, you and your start-up graduate. This may mean getting enough investment in your business to grow to the next level. Or it may mean that the business is ready to stand on its own two feet without assistance. Either way, your start-up leaves the nest!

Library – New Generation

New generation libraries are an active part of daily life where people connect with one another and work collaboratively and individually. Libraries are a resource centre, supporting lifelong learning, professional development and personal growth. A vibrant part of the community's rich cultural and educational resources, library services today reflect developments in technology and provide innovative spaces for learning.

Experiential Tourism

<http://dcba-info.com/product-development/have-you-heard-the-buzz-about-experiential-tourism/>

With experiential tourism becoming the new norm, people influencing the tourism industry are setting out standards to meet the needs of consumers and develop a set of rules that ensure visitors are living their experience. There are several tips to ensure the ultimate visitor experience can be created:

- Well themed – Experience matches a distinguishing theme or brand.
- Emotional trigger – The experience causes an emotional reaction.
- Authentic – Real versus contrived.
- Accessible – Ease of access to product information, purchase, location, and mobility at the site.

- Enriching – The experience leaves the customer changed.
- Educational – Experience provides a unique learning opportunity.
- Entertaining – The experiences evoke sharing, joy, laughter and fun.
- Essence of Place- Embodies scenery and culture.
- Hands On – Customers participate versus a spectator.
- Sense of Place- Significance of location is relayed to the visitor.
- Value added – Experiences deliver over and above the promise; has an element of surprise.
- Exceeds Expectations – The experiences should have a “Wow!” factor.

By applying these practices, the product or experience you are selling is more impactful on the visitor.

Agri-Tourism

<http://www.eckertagrimarketing.com/eckert-agritourism-what-is-agritourism.php>

Agritourism has been identified as one of the fastest growing segments in the travel industry. Looking at the type of market agriculture is attracting, it is evident that urban residents are drawn to this sector. Farm and culinary tours, as well as any agriculture based experiences seem to have a special appeal to the urban marketplace. Urban residents feel disconnected to where their food comes from and want to re-connect when visiting a rural destination. Agriculture is not as easily accessed and is something that has to be sought out by the urban marketplace. This helps to explain why Agritourism has continued to see growth when we look at tourism in the province as a whole, and how it has developed a niche market.

Culinary Tourism

<https://ontarioculinary.com/tasty-tidbits-consumer-trends/>

Culinary tourism as one of the fastest growing segments in the travel industry today. According to the Travel Industry Association of America, 60% of American leisure travelers indicate that they are interested in taking a trip to engage in culinary activities each year. Travel enthusiasts are willing to pay for authentic cultural exchanges. To better understand this trend and how to leverage it, it is important to look at broader cultural and consumer trends that are shaping growth in the culinary industry.

Five key consumer trends affecting Culinary Tourism:

- Food is more than a functional necessity. Consumers are spending more of their income on prepared food, gourmet products, eating out and food items with some form of health or ethical benefits.
- Demographics and Household Change. An aging population and changing life styles have driven demand for increased eating out occasions and food tourism opportunities.
- Rejection of Mass Production Model. Tourists have increasingly rejected the industrial model of the low cost mass production of food, instead searching out local, fresh and good quality food.
- Growth of the Multi-Cultured Consumer. Multiculturalism has become an everyday concept in the daily life of the consumer. Growth in international tourism has created a greater acceptance and desire to experience new flavours.
- Celebrity Chef and Media. The emergence of the niche food programmes and publications has resulted in the creation of the food celebrity and expert and drives our interest in good quality

food. Today's consumer is better educated, wealthy, has travelled more extensively, lives longer, and is concerned about health and the environment. As a result food and drink has become more important and has a higher priority.

OPERATING PLAN

Governance

Source: Wikipedia

It is recommended that the proposed facility and services provided within it be operated through a public–private partnership, also known as a shared service delivery. This model represents municipalities joining together, with private firms and/or with non-profits to provide services. The Municipality will act as the public partner in this partnership, with private partnerships being generated through a developed BCTC Cooperative Enterprise, as well as potential private investors. All partners investing in the BCTC will jointly govern the facility and services within.

Shared service delivery would involve a contract between the Municipality, BCTC Cooperative, and any private investor, in which the private party provides a public service or project and assumes a level of financial, technical and operational risk in the project.

The financial plan for the BCTC/ Library partnership project will source funding through a number of public and private sources, including but not limited to:

- Municipal taxes
- User fees
- Community shares
- Crowd Sourcing
- Government grants
- Private investments
- Anchor Tenants
- Established lease holders

Government contributions to this partnership may also be in kind (transfer of existing assets), as the relocation and expansion of the library (an existing asset) would be in relation to this project specifically. In projects that are aimed at improving infrastructure, the government may provide a capital subsidy in the form of a one-time grant, so as to make it more attractive to the private investors. In some other cases, the government may support the project by providing revenue subsidies, including tax breaks or by removing guaranteed annual revenues for a fixed time period.

There are usually two fundamental drivers for shared service delivery:

- 1) It enables the public sector to harness the expertise and efficiencies that the private sector can bring to the delivery of certain facilities and services traditionally procured and delivered by the public sector.

- 2) It is structured so that the public sector body seeking to make a capital investment does not incur any borrowing. Rather, the PPP borrowing is typically incurred by the private sector vehicle implementing the project.

In relation to the BCTC and Library projects, shared service delivery is the most suitable model. A new library space is a significant need and would enable the library to provide a community hub for the people of Brighton. There are number of duplicate elements and services that both parties have identified as a need, reinforcing the recommendation of a shared facility (resource space, lounge, kitchen, education, meeting, and administration). Private sector expertise needs to be harnessed when delivering business services and programming related to the creative trade industry.

When reviewing finance related opportunities, both public and private sector organizations have the ability to apply for government grants and secure funds that can be allocated toward this project. When it comes to ownership of the building, there are a number of avenues that should be investigated. Each option presented can be applied to either an existing building or a new build depending on the location being secured.

Option 1: PPP Ownership

Borrowing would be incurred through third party organization representing both private and public partners with contribution being made to the organization by both parties. This model in many ways emulates the development and management of the Brighton Health Services Centre.

Option 2: Public Ownership

Building would be owned and operated by the Municipality. An agreement would be in place for private partners to obtain space and share spaces as required by both operations.

Option 3: Private Ownership

The building would be owned and operated privately. An agreement would be in place between the private owner, municipality and additional tenants to lease space in order to provide services.

Management Structure

If operated by a PPP, the proposed facility will be managed as a shared service delivery. The Municipality would be the public governing partner overseeing the library services space. The private partnership will be represented by a cooperative; a form of joint entrepreneurship representing more than one party involved in creating a new venture. The PPP will be comprised of key partners and stakeholders with balanced marketing, technical, operational and financial skills and experience. This includes industry representatives and stakeholders who have invested in the business (representatives from both the public and private sectors).

The CEO of the Library and staff with direction from the Library Board will be responsible for Library services. A manager will be in place for the BCTC and be responsible for the operations and services of this facility. An agreement will be in place for shared services, including reception/ tourism information, meeting facilities, event space, lounge and washroom facilities.

The BCTC cooperative enterprise would act as the governing body for programming and services related to the Brighton Creative Trade Centre including:

- Tendering of contracts on behalf of members and distribution of work. The work is then invoiced to the cooperative which administers the contract and retains a small percentage earned to offset other facility costs.
- Collective Buying (leverage better costs)
- Selling (negotiate for groups of retailers)
- Marketing (more reach for the investment)
- Shared Facility Costs & Management
- Shared Professional Services/ Expertise (graphics, website, legal, financial & business)
- Manage Funds for Members (invest, retain)
- Sector Development (Craft Trade/Tourism)
- Strategic Planning (Management Advisory Committee)

Having the operations conducted through the BCTC governing body will provide benefits to the stakeholders and businesses investing in the program. This model will provide efficiencies, cost advantages through economies of scale, better ability to market the product, greater flexibility, less risk for tenants, and most importantly establish common goals and objectives as the product evolves.

Products and Services

Creating a new and unique Brighton Creative Trade Centre (BCTC) will act as a tool that connects incubation, mentorship and tourism attraction to a new cluster of business leaders. With a focus on the artisan economy (trades, craft, cottage industry, entrepreneurs, arts and support industries), the BCTC will act as both the core product of the community and an attraction to visitors with a blend of incubator, educator and retail/ wholesaler.

The primary function of the BCTC is to provide affordable space in an environment designed to accelerate the growth of the creative trade economy. The space will identify and engage local creative trade business owners as mentors and leaders and recruit partners in education and government training to establish adult education and exploration opportunities.

Studies show that businesses that have completed a mentorship program have a greater chance of success. The cooperative atmosphere of a mentoring centre will help build the foundation for emerging entrepreneurs as they dream of making things and prepare a career in the craft and trade economy.

The BCTC will act as a centre of learning and incubation by teaching artisan manufacturing and business skills. This includes everything from food, art and photography to furniture, clothing and consumables.

Creating this space will ultimately create a tourist attraction for Brighton; a space that attracts really cool people and generates profits that will create spin-off for the community.

Proposed Facility Components:

Brighton Public Library (10000-12000 square feet)

- WiFi Accessible
- Library services
- Business Development Services

Educational Space (1000 – 2000 square feet)

- White screens/Smart boards
- Seating/workspace for 20-30 people
- Tables and chairs for theatre style seating
- Music lessons/ culinary programs/ craft trade lessons

Meeting/ Demonstration/ Event Space (3000-5000 square feet)

- > Meet multiple needs with flexible walls
- > Close proximity to kitchen facilities & washrooms
- Meeting Space
 - Board room style space to accommodate 20
 - Larger meeting spaces to accommodate 50-100
 - Smaller meeting spaces to accommodate 10-15
- Exhibition/ Demonstration Area
 - Ceiling mirrors for visuals
 - Ability to video tape
 - Windows in walls for public viewing
- *Event Space*
 - Community celebrations
 - Rental for private events
 - Emulate One-of-a-Kind Show held in Toronto, Montreal and Vancouver (Started with 3 artisans looking for space to sell their wares before the Holiday season in the 70's).

Office Space/ Professional Services (1000-1500 square feet)

- Administrative offices (4-5)
- Space for business development services (2)
- Space for professionals to work while onsite (2)

Start Up Stalls (2500-3000 square feet)

- 10-15 studio spaces for individual businesses
- Flexible, varied arrangement of space, ventilated
- From 100 – 250 square feet each

Admin/ Tourism (1000 square feet)

- Reception area at entrance
- Displays for local craft trade products
- Tourism Information area

Commercial Kitchen (1500 – 2000 square feet)

- coffee shop/ food service
- Includes kitchen facilities for catering events
- Stoves, fridges, sinks, prep and serving areas

Farmers Market (primarily outdoor space)

- Stalls for farm produce
- Tent space
- Look at shared indoor space for year round vendors

Public Washrooms (1500 - 2000 square feet)

- Male and female facilities 3-4 stalls for each

Elevator Space – Accessibility requirements TBD

Location/ Service Area

There are four locations that will impact outcomes and therefore require attention when building the BCTC:

- Centrally located.
- Ability to better connect the town centre to the Park and make the 'gateway' aspect of the positioning statement a more evident reality.
- Identify and nurture the quaint, craft and trade elements of Brighton's retail core.
- Ability to better connect the agricultural elements of the community to the downtown and gateway elements; create the feeling of one community from top to bottom.

Based on this criteria, it is recommended that existing commercial assets located in the municipality be investigated for feasibility for the development of a Brighton Public Library and Creative Trade Centre. There are a number of commercial properties/ opportunities that would lend themselves to the success of this project and should be investigated prior to the municipality moving forward with a new build stand-alone public library.

FINANCIAL PLAN

ANNUAL BUDGET - BRIGHTON CREATIVE TRADE CENTRE		
CAPITAL INVESTMENT		
Building & Restoration	\$4,300,000.00	<i>Approx. 80% of 5M new build cost</i>
Revenue Sources to Offset Capital Investment	\$2,450,000.00	
Public Funding	\$2,350,000.00	<i>FED/ PROV</i>
Private Sources	\$100,000.00	<i>Corporate Funds/ Crowd Sourcing</i>
Net Borrowing	\$1,850,000.00	
EXPENDITURES		
Loan Payment	\$92,500.00	<i>over 20 years</i>
Staff/ Utilities/ Equipment/ Operating (BCTC)	\$214,500.00	
Marketing & Promotions	\$100,000.00	
	\$407,000.00	
REVENUE		
Vendor Leases	\$29,250.00	<i>15 spaces</i>
Rental Space (office/ meeting/ event)	\$31,200.00	<i>Event/ Meeting Space + Office Leases</i>
Café/ Pub	\$36,000.00	<i>Secured Tenant/ Private Investor</i>
Programs/ classes/ seminars	\$48,000.00	<i>Two classes/ quarter (15 participants)</i>
Economic Development Support	\$100,000.00	<i>Tourism/ Business Development</i>
Library Allocation	\$50,000.00	<i>Double current Municipal Investment</i>
Retail Sales	\$36,000.00	<i>10% of Vendor Sales</i>
Events/ Fundraising/ Misc	\$76,550.00	<i>One of a Kind + Trade event contributions</i>
	\$407,000.00	

COMPETITIVE ANALYSIS

Quidi Vidi Village Plantation, St. John's Newfoundland

The Quidi Vidi Village Plantation is a craft incubation facility, designed to accelerate the growth of emerging artists and their businesses.

Each of the craftspeople who lease studios in the Plantation have passed through a rigorous selection process, and must participate in an extensive training regime.

The public are encouraged to watch these craftspeople work, and to support them by purchasing some of their fine craft items.

St Jacob's Market – St. Jacob, Ontario

Every week, 100s of vendors bring you farm-fresh foods, crafts, imported goods and most things imaginable, at the St. Jacob's Market – Canada's Largest Year-Round Farmers' Market!

The Harvest Barn building, Peddler's Village and Colony Houses feature food and craft vendors year-round; while the lively outdoor area showcases a mix of local producers, Mennonite farmers, a quality flea market, and a petting farm.

Ontario Agri-Food Venture Centre – Colbourne, Ontario

The Ontario Agri-Food Venture Centre (OAFVC) will operate as a niche food processing facility and an agri-food accelerator. As a niche food processing facility, it will accommodate small batch processing, packaging and storage of foods and is meant to support second source revenues from farming operations. The focus would be on fruits and vegetables in its initial stages. It will not accommodate meat or dairy products. The accelerator component will consist of business support services in conjunction with our strategic partners and services.

The 15,000 square foot facility will offer a multitude of services including niche food processing facility rental, refrigeration and freezer cold storage, educational and meeting space and space leased to a private sector food-related distribution business. The building is owned by a solar panel company with space leased to the Managing Advisory Committee for operations.

Idea Hub – Port Hope, Ontario

IDEAHUB is a full-service business incubator for new and emerging entrepreneurial companies. The incubator offers member companies flexible office space, lower start-up costs, support tools, resources and guidance to strengthen their business success and graduation into the community. The building is privately owned with 22,000 sq. ft. being leased by the Business Incubator Management Advisory Committee.

IDEAHUB is a unique collaboration of private and public partners led by the Municipality of Port Hope, all dedicated to the success and growth of new and emerging Cleantech companies. The incubator's

focus is on green and energy related industries and their support services, however all business proposals will be considered.

Halifax Central Library – Halifax, Nova Scotia

The future Library will blend the best of traditional library services with new and innovative spaces, making it a "vital centre for learning and culture in the heart of the community".

The proposed Central Library will replace the aging Public Library, which is rapidly deteriorating and no longer able to deliver service efficiently and effectively. As a civic landmark, the proposed Central Library will be a source of pride and inspiration for all residents and a welcome addition to the streetscape.

The Halifax Central Library will be regional resource, an active information place and a reflection of the communities within the region. It will enhance the library's ability to design and redesign services, and to reach out to and attract more people. Services will be flexible and based on the needs of the community combined with the best that technology has to offer.

What are the key features of a modern day Library?

- An active part of daily life where people connect with one another and work collaboratively and individually.
- A resource supporting lifelong learning, professional development and personal growth.
- A new approach to traditional library services reflecting developments in technology and different learning styles.
- A vibrant part of the community's rich cultural, educational and civic resources.
- A welcoming environment where citizens feel empowered and enlightened by the provision of knowledge and their own learning experiences.
- An avenue of real-time access to collections and resources.
- An asset to the branch libraries in supporting their collections, service development and programming.

The Boathouse – Kingston, Ontario

The Boathouse Kingston is a local community of web developers, designers and Internet-focused entrepreneurs. The community was founded to help identify and nurture a more robust environment for top talent, and those who are looking to become top talent.

The Boathouse aims to become Kingston's home for web-based business initiatives by providing community support for programming and entrepreneurial talent.

- To provide a home, both physical and online, for developers, designers and entrepreneurial talent to share, mentor and learn
- To accommodate the professional needs of talented workers with affordable and flexible work space
- To develop a thriving community atmosphere in which raw talent can be shaped, and top talent can be leveraged

- To provide access to exciting, and well-paid projects
- To provide business support for projects including, marketing, finance, legal and operations

Arts Trail – Prince Edward County, Ontario

Visitors are encouraged to explore The County’s Arts Trail and awaken their creative spirit through a self-guided tour of galleries & art studios.

Along the way, spectators can enjoy a diverse range of handcrafted pieces including watercolours, oil paintings, photography, pottery, sculpture, glass, and textile art. Studios dot the landscape as you navigate your way around the countryside, from restored heritage barns to more modern structures.

Drake Devonshire Inn – Prince Edward County, Ontario

The Drake Devonshire Inn lands in Wellington, Prince Edward County. At this location, the Drake will be serving up a special brand of culture, community and hospitality. Each of the hotel rooms are stylishly designed with a loving nod to rustic Canadiana. The restaurant, bar, living room and deck will host seasonal menus, featuring PEC farm and lake-to-table dining. The kitchen will serve classic dishes with a Drake twist, accompanied by their inventive cocktail program, PEC wines, and more.

Whether you're enjoying your morning cup of Drake brew on the patio, or warming up with a winter cocktail by one of the fireplaces, you'll feel right at home. Not only a gateway to the sights, sounds and activities of the County, the Drake will also offer their celebrated cultural programming, from art exhibits to live music. During your stay guests can browse the Drake Devonshire's outpost of the Drake General Store featuring a curated collection of global treasures, occasional rare antiques and a few quirky curiosities.

The Drake Hotel- Toronto, Ontario

The Drake is filled with thoughtful contradictions and a playful intersection of old and new. A space with lots of love for the historic relationship between artists and great hotels; a community-minded spirit is something close to their hearts. Urban and artistic hotels have played a big role as hang-outs for the local creative scene - and these are the ideas that inspired a community-minded hotbed for culture.

ByWard Market – Ottawa, Ontario

The ByWard Market is where Ottawa was born. Established in 1826, the ByWard Market is one of Canada’s oldest and largest public markets. The legendary builder of the Rideau Canal laid out the street plan of the Market, designating George and York Streets to be extra wide to accommodate the horse-drawn carriages that brought foodstuffs to the market every day.

Today, the ByWard Market is Ottawa’s number one tourist attraction, and is the premier destination for shopping, dining, arts, entertainment and professional services for residents and visitors. It is home to both a local farmers' market and artisans with over 260 stands, as well as over 500 businesses.

St. Lawrence Market – Toronto, Ontario

It's one of the world's great markets – each merchant a square on a lively and authentic patchwork. The mothers, sons, fathers and daughters whose hard work and passion for food and their craft make up the collective story of the Market. You're here, and part of the story – with so much to see, taste and discover!

Granville Island - Vancouver, BC

Imagine an island in the middle of a city. Now picture a place moulded by a fascinating history, buzzing with a colourful artistic community. A living, breathing urban oasis filled with fine waterfront restaurants, theatres, galleries, studios, unique shops, cafes and the most spectacular fresh food market you've ever seen. Add a vibrant and diverse mix of people and activities, and you have a destination so dynamic, no visit to the city is complete without spending at least a day here. Just think of Granville Island as Vancouver's Town Square. Where locals and visitors come together to be inspired, to be entertained or simply to breathe in some of its unique atmosphere.

Almonte, Ontario

Almonte is the hub of a thriving and diverse community of artists and artisans working in town and in the surrounding countryside and villages — painters and sculptors, glassblowers and potters, and more.

Traverse City, Michigan

Traverse City serves up the best of two worlds: it offers the mesmerizing outdoor recreational opportunities as well as tremendous cultural and social opportunities often only found in much larger cities. Traverse City is truly a micropolis – offering residents and visitors the small Midwestern town charm along with cosmopolitan options.

Competitive Advantages

There have been a number of comparative business models reviewed when developing the BCTC concept, and although there are a number of similarities and complementary areas, the BCTC concept is unique in its nature due to the diversity of services and business model components. Each comparator referenced in this plan has been identified for key strengths, as well as differences that make the BCTC concept one of a unique nature.

	Incubator	Resource Centre/ Education	Retail (Food/ Craft)	Public/ Private Partnership	CULTURE
QUIDI VIDI	X			PU/PR	X
Similarities:	Craft Incubation Model/ organization structure of Board/ history of building				
Differences:	Building owned and operated by City/ less diversity of services/ governance model/ difficulty sustaining programs.				
ST. JACOB'S			X	PU/PR	X
Similarities:	Diversity of products and services/ culture				
Differences:	One element of BCTC concept				
Further Review:	Market success model/ governance/ relationship with Municipality.				
AGRI CENTRE		X		PU	X
Similarities:	Organizational model from concept to product/ diversity of Board representation/ partnerships with funding organization, municipality and educators.				
Differences:	Focused product and services versus facility with larger scope/ focused on service and filling sector gap versus cultural space				
Further Review:	Public-Private relationships/ grant revenues				
IDEA HUB	X	X		PU	
Similarities:	Organizational model from concept to product, Incubation model/ partnerships with funding organizations, municipality and educators.				
Differences:	Little cultural awareness/ not partnered with other public services/ business development only.				
HALIFAX LIB		X		PU	X
Similarities:	Features of a new and modern library model/ cultural space/ training and business development opportunities.				
Differences:	No incubation focus				
BOATHOUSE	X	X		PR	X
Similarities:	Incubation Model/ culture/ organizational structure/ history of building				
Differences:	Focus on tech and design/ no public services				
Further Review:	Public-Private relationships/ funding model				
DRAKE			X	PR	X
Similarities:	Target Markets/ culture/ Retail/ Food				
Differences:	Difference primary service (accommodations)				
PEC			X	PU/PR	X
Similarities:	Target Markets/ industry				
Differences:	Tour based promotion versus housing under one facility				
BYWARD + ST. LAWRENCE			X	X	X
Similarities:	Culture, craft & trade, food, fun				
Differences:	Urban, scale				
ALMONTE			X	X	X
Similarities:	Industries, arts cluster				
Differences:	Community comparator vs. business model				
TRAVERSE CITY + GRANVILLE			X	X	X
Similarities:	Industries, culture				
Differences:	Community comparator vs. business model – type of community Brighton can be				

MARKETING PLAN

Target Market

Given that this is a startup project and multi-faceted, there will be several areas to introduce and market this project to.

One target audience will be the new and mid-career artisans wanting to develop their craft into a business. Targeting this audience is essential in order to create the incubator – we need to seek those with talent and expertise who dream of growing their craft into a profitable business. This market will be eager to work with others in the creative trade industry in a space where they have the ability to combine different skills and competencies.

We need to sell the concept. We need to create the need and desire for them to be a part of something exciting!

Studio spaces will be designed to lure this market at an affordable rate within the BCTC with services that help them build their craft: mentorship, peer support, shared resources, business planning, marketing, rapid speed to growth. By fostering this talent within an incubation facility, this cluster will develop and attract a larger audience/client base more quickly and easily than an independent operator.

Brighton has the ability to utilize resources established in the community. With a wealthy supply of retired professionals who have invested their future in Brighton, there is significant opportunity to partner experienced professionals with new entrepreneurs and establish mentorship programs. Strengthening the community through these connections is key to the successful development of strong businesses, community engagement, and attraction of private investment and support for this project.

Profiles

During the process of developing a branding strategy for the Municipality of Brighton, five different audiences were profiled; middle-age boomers and young single granolas were favoured.

This did not come as a surprise as these two demographic clusters are desired by all communities. The difference will have to be in the offer. Brighton has to offer a future state; that does not currently exist – if it did they would already be here!

Both groups are looking for a simpler, cost-efficient lifestyle that affords an opportunity to earn a hands-on living at a more relaxed pace. They are primarily attracted from major markets (GTA and Ottawa);

And are craving to explore and settle in culturally diverse communities!

Boomer Entrepreneurs/ Naturalists

- Age 45-65
- Balanced gender
- Equity rich
- Educated

Millennial Entrepreneurs/ Artisans

- Age 25-35
- Balanced gender
- Educated
- Support from family

PEST Analysis	Educated Risk Takers	
	Boomer Entrepreneurs	Millennial Entrepreneurs
Political	Increasing age of retirement	Financial supports from levels of gov't
Economic	Supplementing retirement income	- Lifestyle choice - Starting families and settling
Social	Maintain social connections	Flexible lifestyle
Technology	Urban professionals	- Savvy, wired generation - Access to markets

Based on these profiles, our marketing will be geared to attract those who are tired of the relentless pursuit and pace of the big city they are in. Those who have gone to school, have the skill, and have the passion, but are stuck in a place of having to pay student loans, debt and are working for others quite often not in their chosen field.

We need to pitch the idea to the young, passionate artisans that want to create a life, those wanting to take their ideas and turn them into dreams. Those who no longer want to work for others and who want to make more than just a living, those wanting to **MAKE a life. CREATE their life.**

By promoting a space to this marketplace that provides affordable space to create, mentoring, a community of like-minded people, and the business support that all entrepreneurs require, Brighton should be confident that creating this product will entice a young entrepreneur to be less hesitant.

We need to show them a way. Build it and they will come.

Boomer Entrepreneurs are only different in the sense that they have experience – these are our mentors and the people who will want to see a space like the BCTC flourish. They are already here and we have the ability to attract more – those who are looking for the right place to retire and start the next chapter of their lives. We must present the new Brighton story and concept so that they will choose us.

Promotional Strategy

Blending of the Library and Creative Centre projects

Identify and engage local creative trade business owners as mentors and leaders.

Recruit partners in education/ training to establish adult education and exploration classes (programs and seminars).

Engage the community in ownership (literally)! Engage social networks of community leadership, business leadership and partners.

Generate earned media by promoting the Brighton transformation strategy and journey; become the poster child for smart economic development.

Reflect the legacy of the town, but with a forward-looking enterprise feel to it – a space to learn, to feel, to teach and to make things by hand.

Focus on creating local enterprise, local employment and growth in the local economy.

Brighton's New Story

There is no shortage of cities, towns and neighbourhoods that are chock full of buildings that are chock full of cubicles that are home to countless people who are driven by the relentless pursuit and pace of this fast little world we've created.

Many of them dream. Some of those who dream have ideas. And some of those who have ideas are ready to bring those ideas to life.

They may be a little older – looking to cash in on their success; they may be just starting out, taking a risk before life gets complicated.

They are creative – they are talented. To make a change, all they need is inspiration.

So what if we created a space surrounded by a community that supports a unique purpose and pace? What if we filled that space with tools, resources and mentors, all designed to inspire a special brand of entrepreneur – those people involved in the creative trades: from wrought iron to fashion weaving to artisan foods and wood turning.

What if we turned their skills and passion into a retail space and a tourism space? What if we helped them sell their products, generate revenue – what if we generated revenue for everyone in town? And what if every small step we took together contributed a new chapter in the Brighton story – one that attracted interest both east and west?

We're creating a new destination called Brighton. We're giving visitors a reason to notice us, make inquiries, maybe even stop. We're giving dreamers and innovators a very good reason to bring their ideas to life here – to grow here – to employ people here. And inspire others in the process.

Like the risk-takers who originally settled in this community, we have the opportunity to try something new. Brighton is where you can make your own future.

Everything works in stages:

- 1) Start promoting the new BCTC as a community vision and destination. As it becomes real, allow core stakeholders and prospective audiences to own the process and share in its success.
- 2) Develop brand image and voice to support media relations.
- 3) Develop pre and post phases:
 - a. Pre-launch: General community engagement tools – start locally/ share with visitors
 - b. Post-launch: Widespread promotion and advertising – expand regionally / GTA focus in 2015 and beyond.
- 4) Turn the vision into a selling tool; create an energy and momentum around change.
 - a. Small group presentations – create ambassadors in local community
 - b. Vision brochure – allow artists to demonstrate the ideas through visuals.
 - c. Website www.makeitbrighton.ca
 - d. Video update/ documentary

Market the journey to a complete and working BCTC + new generation Library!

Give the town a new life and connect it to the creative trades brand platform

IMPACT ANALYSIS

Investors see opportunity and work to invest their dollars in worthy causes. Risk takers create enterprise; enterprise leads to win/win scenarios.

IMAGINE a facility that....

- Creates a hub for the Arts and for Cultural experiences
- Attracts patrons practicing/ interested in creative trades
- Provides start-up stalls and studio space for artists
- Features a space to exhibit and sell their wares
- Houses resources that provide entrepreneurial support
- Fosters partnerships with educators
- Provides event space for the community
- Is a space to celebrate our love of food and agriculture
- Has Hands-on demonstrations and workshop space
- Reimagines what a new generation rural library could look like!

While exploring ways to leverage existing and proposed investments, the opportunity to generate revenue and create a sustainable product is apparent if weRe-Imagine what a small town library (the Brighton Library) can become.

This is the opportunity to develop a new “BrightON”

Create a NEW CHAPTER. Tell a NEW STORY. Be the CREATOR.

Imagine a cooperative alliance (public/ private partnership) that includes a beautiful new library that makes sense for a rural community that is small but for a world that is growing.

The complimentary services between a new generation library and BCTC cannot be denied:

- Café (Food/ Beverage) – Refuel for patrons
- Internet- wifi throughout building
- Lounge
- Green space
- Dream while looking out windows
- Be transported by the surroundings as well as the words in the book
- Refuel for patrons
- Literacy Workshops/ Book Club events

Public libraries have evolved into vibrant community hubs in this digital era. Libraries are about knowledge which has never been in greater supply. When walking into a local library today patrons can find a bustling, interactive community space. It’s an exciting time for libraries!

The Brantford Public Library includes a green screen, makers’ spaces, and a focus to build digital literacy in communities. Digital tools that are being integrated into libraries allow for persuasive and collaborative learning.

The historic connection with communities has given libraries the influence to innovate through public support. Due to cuts in government funding, libraries must find creative way to raise funds, typically through donations and partnerships.

The new state-of-the-art Halifax central Library is slated to open in 2014. Receiving funding by all three levels of government, this five-floor building will be home to two music studios, two coffee shops, two gaming centres, patios overlooking the ocean and a 300-seat auditorium.

“Nobody says, ‘Wow, this is not a good use of our money,’ because we did this community consultation and the community told us, ‘This is what we want!’” (Bruce Gorman, Director of central library and regional services for Halifax Public Libraries).

Despite the changes and adaption to retain their status as thriving community hubs– there will always be a place for books at the library!

Stakeholder Benefits – Highlighting all the Positive Possibilities is Easier than the downside:

PRIVATE PARTNERS	PUBLIC PARTNERS	COMMUNITY
Shared services	Cost sharing	New, self-sufficient residents
Peer support	Collaborative approach	New employment
Shared expenses	Sustainable services	New Partnering
Affordable start-up costs	Investment attraction	Media Attention
Mentorship	Community support/ ownership	Tourism attraction
Shared marketing	New sources of revenue	Youth opportunity
Community support	Increase in property values	Government support
Speed to growth	Centralized services	Entrepreneurial transfusion
More stability	Partnerships	Support/ ownership
Ability to avoid costly errors	More diversity	Increase in property values
	Educational Opportunities	Healthier Community
HEALTHY ECONOMY		

Reasons to move forward:

- No facility exists similar to what is being proposed;
- Each of the proposed services exist in some way at a distance to the community;
- Community is already planning a new public library (maximize investment);
- Local farmers market has struggled in the past and is currently not operating;
- Youth employment statistics are not promising following 2008-9 recession;
- Existing successful creative trades describe a need (siting a slow start and growth);
- Recent examples of young entrepreneurs who succeeded with mentor and support;
- Millennial and retiring boomers are two large segments of the population attracted to this type of employment opportunity for different reasons a host of studies exist).

Why it will work:

- Artists need an audience and a creative community of like-minded people to fuel ideas and stay inspired
- Artists generally need business assistance and support; business development needs the ideas of artists
- Urban planning requires visionaries (Non linear meets linear)
- Cooperatives rely on shared skills and resources
- Creativity breeds creativity
- Energy creates energy and Artists ARE energy
- Create something that didn't exist prior to their practice
- Incubators create brainstorming allow risk takers to think outside the box

Being creative means making your own rules. Starting from scratch. It's time to marriage two plans and make what this community needs happen.

Sometimes you have to break the rules. You have to break the mold. You have to start fresh.

Same path, same results. Take the road less traveled and awaken your senses to new possibilities. The possibilities really are endless if you simply begin. Let's take that first step together, with the Library Board and BCTC cooperative working together towards the same vision.

Let's create BrightON - a NEW DESTINATION. Give visitors a reason to notice us, make inquiries. Let's give dreamers and innovators a reason to bring their ideas HERE. Let's employ people HERE.

Let's put BrightON on the map for a new generation. Let's create a space that appeals to them. Brighton is where you can MAKE YOUR OWN FUTURE. This is Brighton's NEW and improved story.

Community residents, municipal leaders and business groups will benefit from having long term plans and visions for the development of the town.

Let's make community economic goals and not just reach them. Let's exceed them. Together let's build a strong community. Let's connect the parts to make a whole. Agriculture. Arts. Community. Education.

Strong partnerships will secure funding and interest from investors. We need to collaborate if our vision is to become a reality.