



**The Municipality of  
Brooke-Alvinston**

**Recreational  
Facilities**

**Strategic Plan**

**2018-2022**

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## Message from the Mayor of Brooke-Alvinston

On behalf of the Council and staff of the Municipality of Brooke-Alvinston it is with great pleasure that I share with you our Recreational Strategic & Greenspace Plan. The Plan has been developed as a result of feedback received from staff, Council and our taxpayers. The plan encompasses a vision for the Municipality and provides the direction of Council for the next several years through numerous initiatives.

The 2018-2022 Plan is a framework for our Municipality but it's the community and its people that make Brooke-Alvinston a great place to live! I would like to thank Council, staff and all of those in the community who provided valuable input and support to the process.

I look forward to working with Council, staff, community members and stakeholders to see our vision for the Municipality come to fruition over the next several years.

Don McGugan  
Mayor, Municipality of Brooke-Alvinston



# A Community Profile

The Municipality of Brooke Alvinston is an amalgamated Municipality that commenced Operations in 2001. The Municipality is comprised of the former Brooke Township and Village of Alvinston and the small hamlet known as Inwood. This community profile describes some of the key features of the Municipality.

## Geography, Environment and Population

The Municipality of Brooke-Alvinston has a land area of 311 square kilometers and is located in southwestern Ontario, in the south east portion of Lambton County. The Municipality is bordered to the north by Warwick Township, Adelaide-Metcalf Township to the northeast, Southwest Middlesex falls southeast, Dawn-Euphemia Township to the south and the Township of Enniskillen to the west.

Alvinston is a redeveloping urban area, home to two restaurants, a bank, pharmacy, hairdresser, dollar store, small grocery, gas and LCBO outlet, farm machinery dealership, modern machine shop as well as a plumbing and heating shop. The town also features two churches, a public library, post office and an active Legion. A commercial honey processing



facility, producing award winning mead (wine) as well as the Brooke-Alvinston-Inwood Community Centre which features a banquet hall, two meeting rooms and a rink home to figure skating and minor hockey are also found within Alvinston. Just minutes from the town is AW Campbell Conservation Area, which offers camping, swimming, walking trails and many picnic areas.

Alvinston is also home to The Brooke-Alvinston and Watford annual Fall Fair that features a tractor pull, demolition derby, agricultural exhibits, rides and fun for all ages. The Fall Fair is an event looked forward to by both local residents and those from afar, and is always a great success.

Not far from Alvinston, is Inwood, a redeveloping urban area home to a publicly owned telephone system, Brooke Telecom, offering various telephone, internet and television services. Also in Inwood, is a small grocer, public library, farm machinery dealership and a small restaurant.

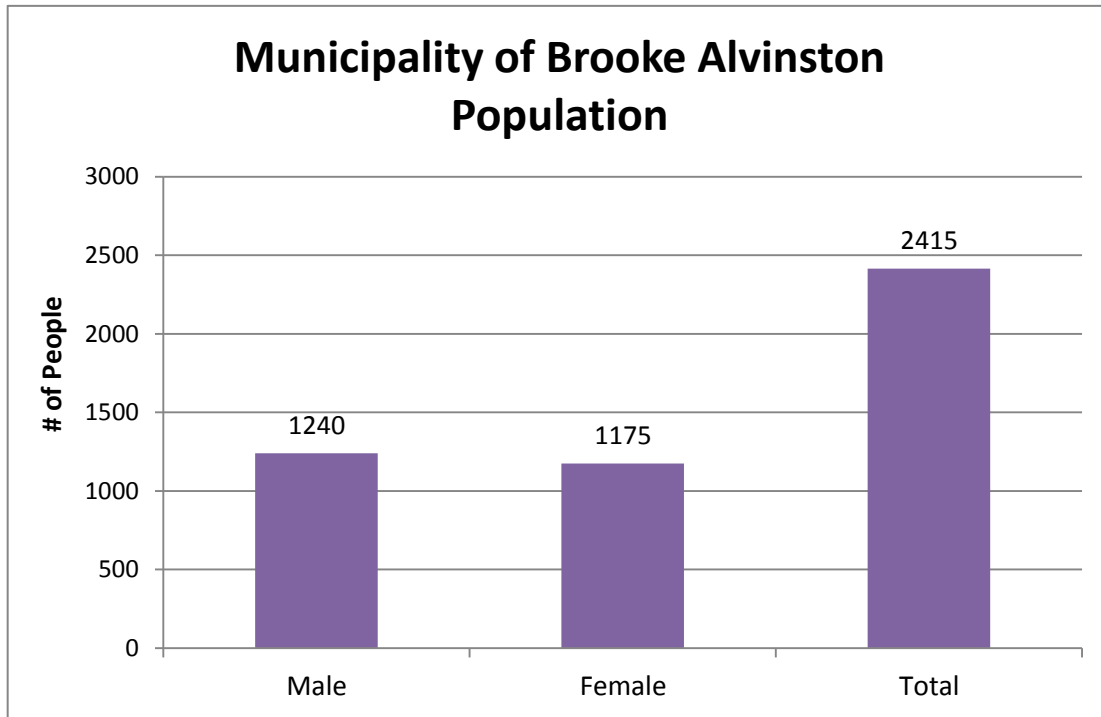
The population of the Municipality is approximately 2,400 and is serviced by both Alvinston and Inwood. Nearby, are the large urban areas of Sarnia and London as well as many major transportation routes.

The Municipality is largely agriculture based. Common within the Municipality are large crops of wheat, corn, soybeans and speciality crops. Many extensive livestock operations are also found within the Municipality.

# Demographics

According to Statistics Canada, the 2016 Census of Population for the Municipality of Brooke-Alvinston was as follows:

AGE	MALE	FEMALE	TOTAL
<b>0-14</b>	225	195	420
<b>15-19</b>	85	85	170
<b>20-29</b>	165	135	300
<b>30-39</b>	130	130	260
<b>40-49</b>	130	150	280
<b>50-59</b>	195	190	385
<b>60-69</b>	180	165	345
<b>70-79</b>	100	90	190
<b>80-84</b>	20	15	35
<b>85+</b>	10	20	30
<b>TOTAL</b>	<b>1240</b>	<b>1175</b>	<b>2415</b>



## Community Groups within the Municipality

The Municipality of Brooke-Alvinston is very lucky to have so many dedicated volunteers that give of their time to make the Municipality a better place to play, work and live. We are very lucky to have such a diverse group of clubs and groups for such a small Municipality. Below are a list of these groups and their goals and accomplishments.



### Alvinston Community Group

The Alvinston Community Group is a group of dedicated volunteers who aim at bringing pride back to Alvinston. They created and developed the “Sweet Place to Bee” theme for the town and were responsible for the River Street Park. The group also delivers a welcome package to new homeowners in town.

### Alvinston Optimist Club

The Alvinston Optimist Club is a devoted group of volunteers aimed at improving the life of youth and the community as a whole. They run the annual oratorical contest and spelling bee for youth as well as monthly youth dances. They organize a Mother’s Day Brunch and Bike Rodeo each year on top of contributing to many community initiatives.



### Brooke-Alvinston Arts and Activity Group

The Brooke-Alvinston Arts and Activity Club is a newly established group within Alvinston that promotes art and culture opportunities through an annual outdoor show and display. They also provide various arts and crafts classes.



### Alvinston Legion

In Alvinston, we are very lucky to have our own active Legion. The Legion and its valued members organize annual Remembrance Day celebrations within the town and at the public school, including a poster essay and poetry contest for students. The Legion also has weekly meat raffles which support teams and clubs within the Municipality as well as pool, darts and cards.

## Alvinston 4-H Beef Club

The Alvinston Beef Club is a part of 4-H Ontario, a non-profit organization for youth devoted to engaging youth and forming active leaders.



## Hope Alvinston Ministries

Hope Alvinston Ministries, HAM, is an interfaith organization composed of local churches and youth. Hope United Church offers a youth group year round for students of both a junior and senior age. HAM runs many different day camps and overnight camps for children of various ages through the summer months.

## Brooke Fire Rescue Fire Associations

Brooke Fire Rescue was established in 2017, a result of the amalgamation of the Alvinston and Inwood Fire Departments. Brooke Fire has over 40 dedicated firefighters protecting the Municipality of Brooke-Alvinston and surrounding areas. Our volunteer firefighters professionally respond to emergency incidents, attend regular training, maintain the fire trucks and safety equipment, and provide fire prevention and education messages. Both the Alvinston and Inwood Stations have active Firefighter Associations that host several fundraising events throughout the year.

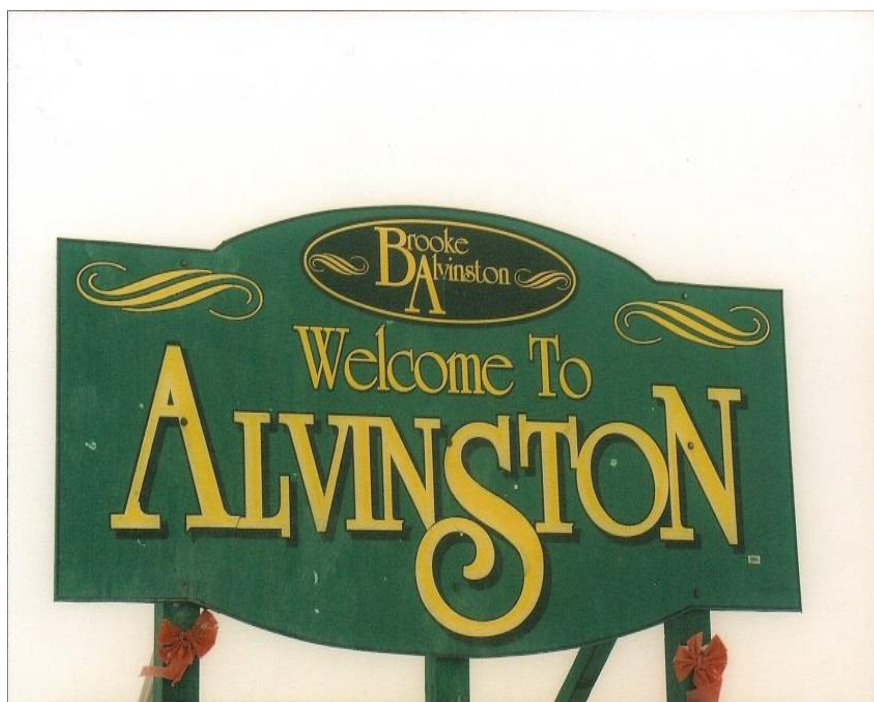


## Strategic Planning Process

On February 12, 2018 interested members of the Brooke-Alvinston community met at the Brooke-Alvinston Inwood Community Centre for a highly interactive workshop facilitated by Bryan Boyle. The purpose of this workshop was to collect input from participants in order to prioritize and create a master plan for the Municipality's recreational facilities. Through this workshop, it was evident that there are many positives as well as some improvement to be made that will be discussed later.

## Community Vision

The Municipality of Brooke-Alvinston is an actively engaged progressive Municipality that strives for diversity, balance and sustainable growth. The Municipality is focused on preserving the best qualities of rural life by maintaining its independence, exploring partnerships that fiscally make sense, and enhancing the quality of life for its residents through sustainable development, and the continuous improvement of municipal service delivery.





## Corporate Mission and Vision Statement

Our vision for the future of the Municipality paints a picture of “where we are going” and what we wish our final destination to resemble. It provides direction and charts a strategic path for everyone to follow. It describes what we are thriving to become.

### OUR VISION

“A vibrant, prosperous, engaged and environmentally conscious community that evokes pride in residents for its accomplishments and continuing resilience as it forges the future”.

While our vision provides an outlay of our final destination, it cannot be achieved without a mission. The mission provides a stepping off point for the long term vision of where we want to go. It provides the ways in which we will achieve our vision.

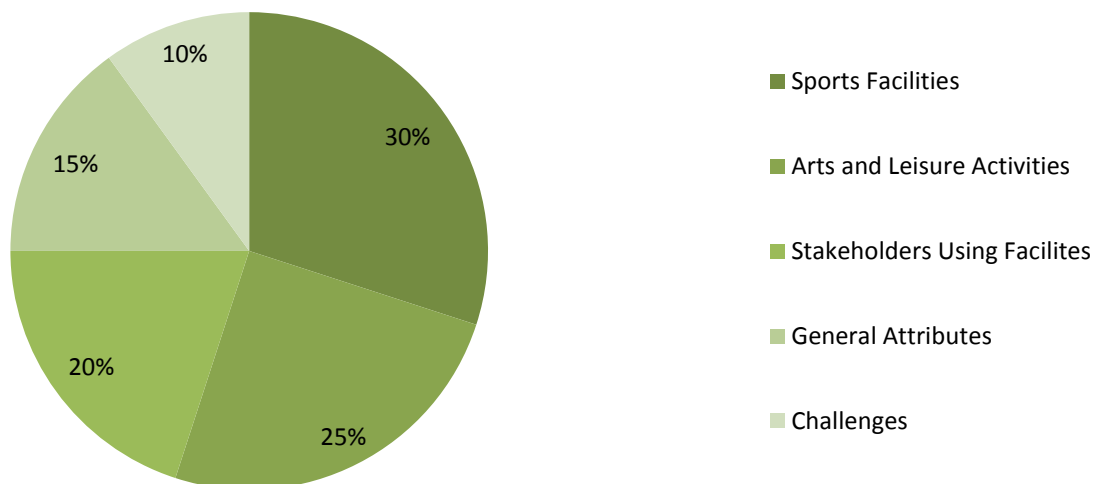
### OUR MISSION

The Municipality’s team of elected officials, staff and volunteers work together responsibly and transparently to realize and sustain the community’s vision.

## Current Perceptions

When participants were asked to share what one or two words come to mind when they hear “Recreational Facilities in Brooke-Alvinston” a wide variety of responses were recorded. It is evident that we have a wide variety of recreational facilities that suit all ages of our population. The participant’s responses have been recorded below into their appropriate categories.

### When you hear Brooke-Alvinston Recreational Facilities



#### Sports Facilities

Many of the same ideas were repeated when speaking of Brooke-Alvinston’s sport facilities. Our arena, ball diamonds and parks, skate park and ice were all voiced to be some of the Municipality’s key facilities.

#### Arts and Leisure Activities

To tie along with our sports facilities, participants also made note of the Municipality’s parks, libraries and conservation area.

#### Stakeholders Using Facilities

Participants also noted how stakeholders actively use our facilities such as our hockey teams, figure skating teams, weddings and dances, great volunteers and how the uses change with the seasons.

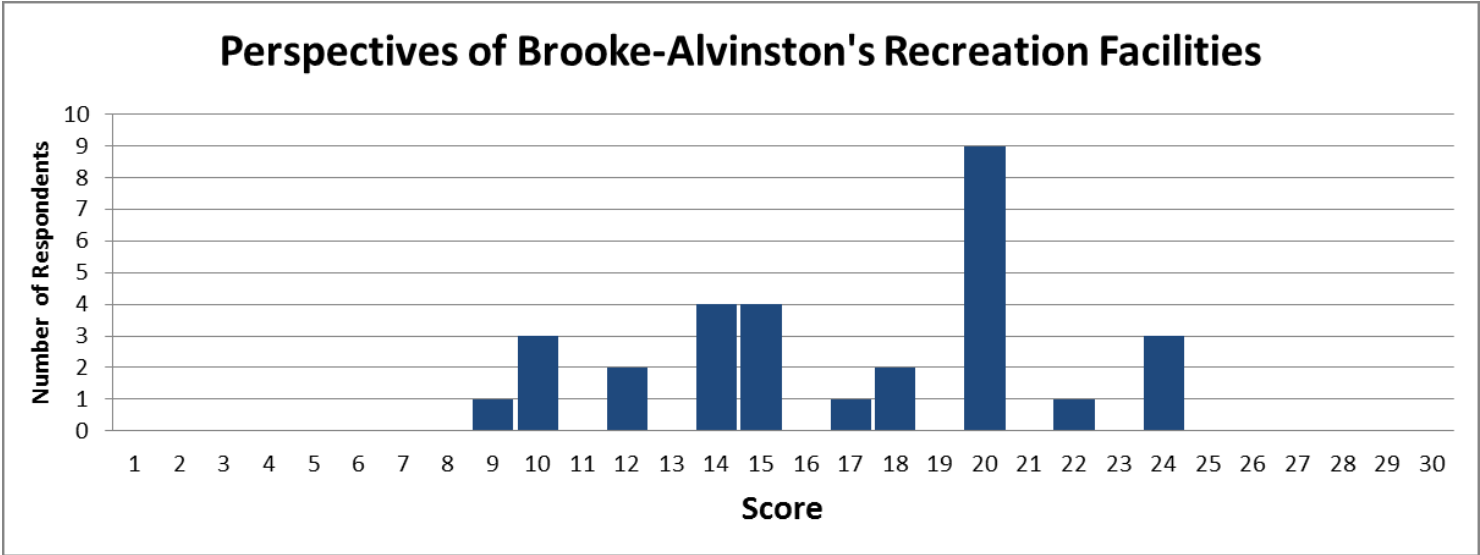
#### General Attributes

There are also many great attributes of our recreational facilities that were mentioned such as a friendly community and its core, place of excellence. Good start, good facility and landscaping as well as our facilities being highly rented were also noted.

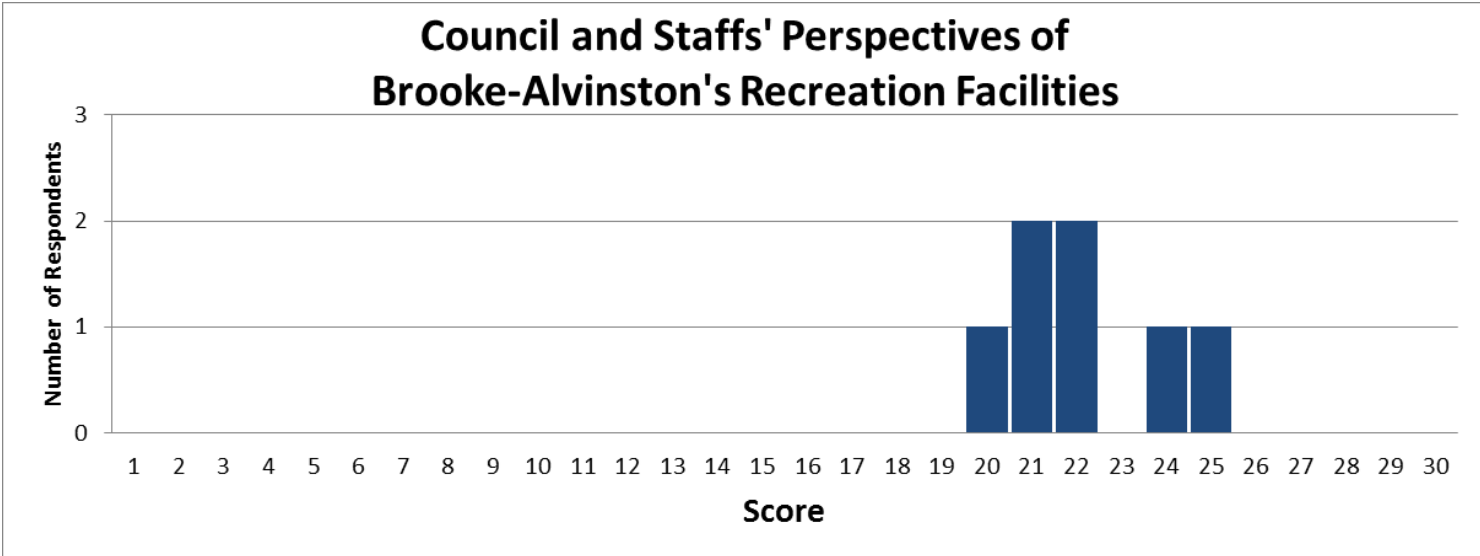
#### Challenges

Different challenges were also brought to the surface such as the arena facility needing improvements, visitors perspective of our dressing rooms in the arena, and a lacking, unkempt and aging look not to mention the costs and expenses that go along with making improvements.

Participants were also directed to vote on a scale of 0 to 30 and assign a numerical value to the Municipality of Brooke-Alvinston’s current Recreational Facilities. A 0 was indicative of substandard recreational facilities that are out-dated and inefficient. At the opposite end of the scale, a 30 represented excellent recreational facilities that are up to date, meet the needs of the community, have strong fiscal value and are efficient. The following graph depicts the participant’s view on our current facilities.



Average: 16.87

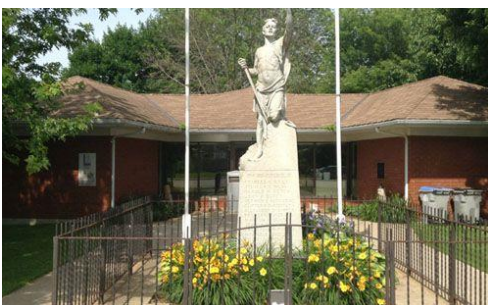


Average: 22.14

## Recreational Facilities in Brooke-Alvinston

During the workshop, participants were asked to identify as many recreational facilities as possible within the Municipality. The following is a list of all the various facilities that participants made note of.

- Arena
- Three Ball Diamonds
- Two Libraries
- Municipal Office's top floor for Arts and Historical Activities
- AW Campbell's Conservation Area
- Legion for darts, pool and cards
- Skate Park
- Tennis Court
- Playgrounds with Equipment
- Dog parks
- Churches
- Inwood Fire Hall
- Road Hockey Area
- Community Parks
- Downtown Parks
- Summer youth camps
- Brooke Central School
- Community Hall at the Arena
- Basketball court
- Restaurants
- Kelly's Gun Range



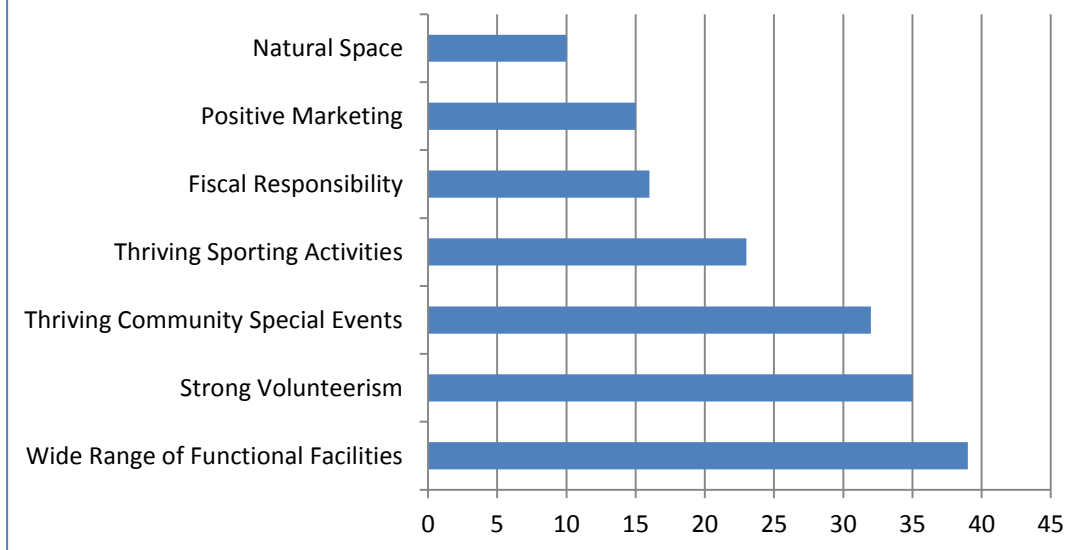
## Merits of Our Facilities

Merits are most often characterized into two distinct groupings. The first one of these groups is strengths, positive factors or conditions in which we have some control over. Some examples include skills, expertise, involvement and facilities. The second distinct group is opportunities, which are generally defined as positive factors or conditions which we have very little if any control over but may be seized by ourselves or by others. These include demographics, location and funding.

Participants grouped many merits which are prioritized below based on their respective rankings.

Rank	Merit	Description
1 <sup>st</sup>	Wide Range of Functional Facilities	Highly rented auditorium, arena, clean first class facilities, proximity, wide variety
2 <sup>nd</sup>	Strong Volunteerism	Volunteers, service clubs and community groups, good collaboration
3 <sup>rd</sup>	Thriving Community Special Events	Active fall fair, Canada Day, Arts festival and the Musical Ride coming to town
4 <sup>th</sup>	Thriving Sporting Activities	Avid sports teams with many facilities, tournament capabilities
5 <sup>th</sup>	Fiscal Responsibility	Reasonable pricing, accessible
6 <sup>th</sup>	Positive Marketing	Free Wi-Fi, internet, lots of media presence, the Bee sign, marketing ourselves
7 <sup>th</sup>	Natural Space	Parks, Sydenham River, Campbell's Park, space in Alvinston and Inwood

## Merits of Recreational Facilities in Brooke-Alvinston



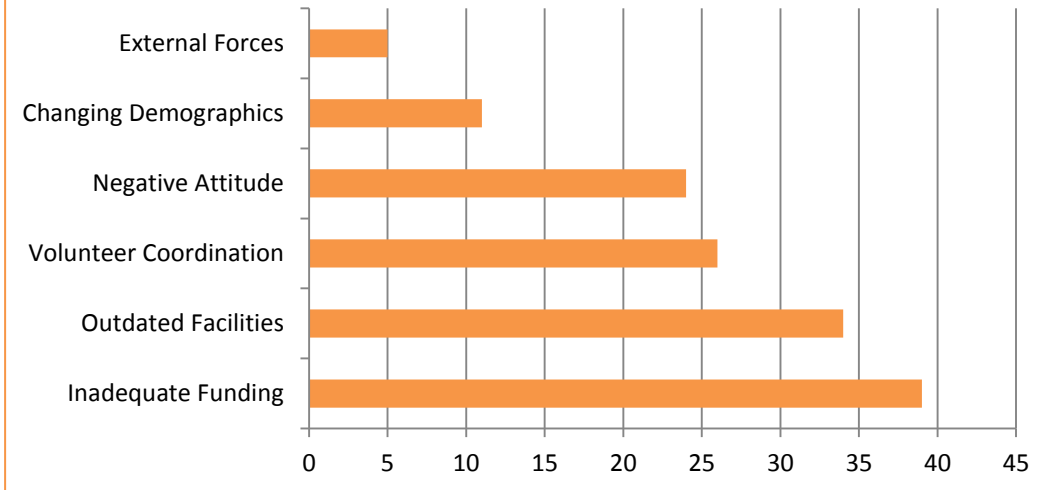
## Challenges of Our Facilities

Just as merits can be grouped into two separate groups, so can challenges. Challenges can be weaknesses, which are classed as any factors or conditions that are considered negative which we have some control over like inactivity or lack of direction. They could also be threats, factors or conditions that could have a negative impact; however we have little to no control over them like political climate, provincial, national or global conditions.

Challenges were identified by participants and can be seen below in order of their ranking.

Rank	Challenge	Description
1 <sup>st</sup>	Inadequate Funding	Funding and lack thereof, increase in costs
2 <sup>nd</sup>	Outdated Facilities	Ageing facilities, washrooms, maintenance, upkeep and accessibility
3 <sup>rd</sup>	Volunteer Coordination	Miscommunication between groups, disorganization, differing ideas, aging volunteers
4 <sup>th</sup>	Negative Attitude	Increased registration costs, participation costs, low attendance, lack of pride
5 <sup>th</sup>	Changing Demographics	Aging population, decrease in population, declining enrollment
6 <sup>th</sup>	External Forces	Legislative requirements, competition, transportation, changes in technology

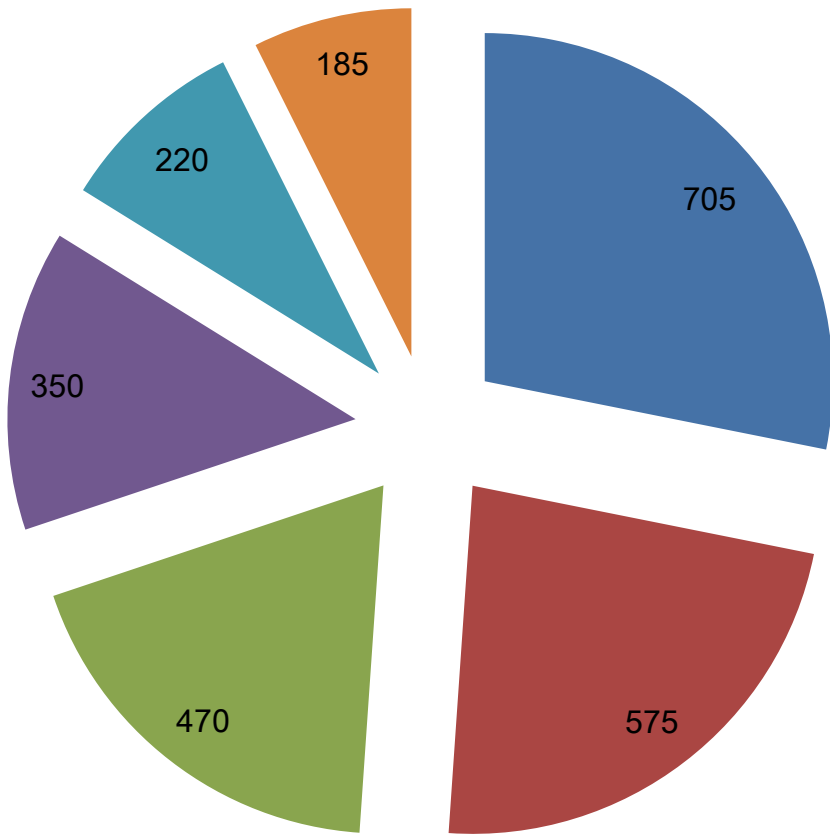
## Challenges of Recreational Facilities in Brooke-Alvinston



### Key Areas of Focus

In order to achieve our vision and ensure a strong and vibrant future for the Municipality of Brooke-Alvinston, we have identified what should be our key areas of focus. These key areas of focus are built on trying to expand upon our merits while limiting the challenges.

Participants were given 100 points to disburse among six key areas of focus. Those six areas of focus and their importance are shown below.



- Update Facilities
- Source Reliable funding
- Create an Ongoing Capital Plan
- Collaborate and Coordinate in the Community
- Create Strong Leadership
- Develop Positive Image



# Goals and Action Plans

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## 1. Update Facilities

### What?

- Create an ongoing capital plan for facilities improvements

### Why?

- Commitment to the assets
- Maintaining the assets
- Public demand for washrooms both inside and outside
- Meeting legislation requirements
- Keeps people happy
- Improves facility and increases usage

### Who?

- Municipality should take the lead
- Strong communication within Council and groups
- Municipality of Brooke-Alvinston is liable so should be the leader and follow through on this action

### Where?

- Everywhere municipality wide

### When?

- Realistic time schedules in line with the asset management plan

### How?

- Clear steps, no fast tracking
- Aggressively search out funding opportunities
- Communicate with user groups relating to the plan
- Keep public updates on the project
- Build within our means

### Resources?

- Funding
- Partnerships
- Estate funds

### Success?

- Facilities are built or improved
-

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**What?**

- Update the outside canteen and add new washrooms

**Why?**

- To make it more appealing and accessible to everyone

**Who?**

- Municipality take the lead

**Where?**

- Brooke-Alvinston-Inwood Community Centre outside

**When?**

- Within 1 to 2 years

**How?**

- Develop realistic plan
- Focus on community input and fundraisers

**Resources?**

- Municipal money without tax burden
- Grant money
- Service club efforts
- Fundraising campaign

**Success?**

- Project completed and everyone is still talking
-

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## 2. Source Reliable Funding

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### What?

- Seek alternatives

### Why?

- Because funding is a challenge
- Need to be creative

### Who?

- Committee developed and run by Council
- Find partnerships for alternatives

### Where?

- Arena or other suitable location

### When?

- Now

### How?

- Initiate the committee
- Encourage cooperation
- Take recommendations
- Create new usages for the facilities

### Resources?

- Grants, funding
- Everyone involved

### Success?

- If the committee is up and running effectively
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**What?**

- Apply and receive more grants for parks and recreation

**Why?**

- Help fund projects
- Take the burden off the tax dollars
- Put more funds into reserves

**Who?**

- Staff

**Where?**

- Brooke-Alvinston parks and recreation areas

**When?**

- Ongoing
- Five-year plan

**How?**

- Encourage staff to apply for more grants
- Get outside contract help
- Solicit student assistance

**Resources?**

- Public money
- Private money including donations
- Private foundations

**Success?**

- Improve cash flow
- More grant approvals
- Improved and increased facilities
- Increased recreation programs

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### 3. Create an Ongoing Capital Plan

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#### What?

- Create a parks and recreation master plan

#### Why?

- To have sustainable facilities and meet the needs of the community

#### Who?

- Council and staff
- Community groups
- Residents

#### Where?

- Brooke-Alvinston-Inwood Community Centre
- Inwood Park

#### When?

- Within a year

#### How?

- Community workshop
- Council and staff workshop
- Bryan Boyle and Associates

#### Resources?

- Tax dollars
- Fundraising
- Donations
- Grants
- Government funding

#### Success?

- Meeting community needs
  - All facilities being used for years to come
  - Facilities up-to-date for decades
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#### **4. Collaborate and Coordinate in the Community**

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##### **What?**

- Help promote community projects and events

##### **Why?**

- Gets projects done
- Community is pleased
- Makes a plan
- Creates a path for success
- Eliminates frustration

##### **Who?**

- Municipal staff via newsletters, emails and taxpayer interaction

##### **Where?**

- Monthly meetings at the municipal office

##### **When?**

- Now

##### **How?**

- Monthly meetings
- Monthly newsletters
- Facebook page

##### **Resources?**

- Current community and service groups
- Taxpayers

##### **Success?**

- Streamlined projects and priorities
-

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## 5. Create Strong Leadership

### What?

- Increased tax base by bringing people to town

### Why?

- Increase tax dollars
- Grow the economy
- Increased use of parks and recreation facilities
- Increase enrollment in sports
- Sustain our local public school

### Who?

- Council and staff
- Sarnia Lambton Economic Partnership
- Developers

### Where?

- Brooke-Alvinston

### When?

- Five-year plan

### How?

- Remove red tape
- Provide incentives for new development
- Promote our community with central location and social media strength
- Provide incentives for businesses

### Resources?

- Infrastructure in place
- Centre of the world- close to everything
- Reduced cost of living

### Success?

- Increased population
  - Increase in new homes
  - Increase in businesses
  - Increased tax dollars
  - Increased enrollment in school and sports
-

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**What?**

- Create strong leadership

**Why?**

- Because we want progress
- Leave a legacy

**Who?**

- Council and administration are community minded and show strong leadership

**Where?**

- Brooke-Alvinston

**When?**

- Through the elections
- Through staffing

**How?**

- Counselor training
- Staff training
- Mentorship
- Conferences
- Memberships
- Networking

**Resources?**

- County of Lambton
- Funding from estates
- Other municipalities

**Success?**

- Municipality of Brooke-Alvinston moves forward
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## 6. Develop Positive Image

### What?

- Develop a positive image

### Why?

- So people will want to come here

### Who?

- Council

### Where?

- Municipality and area-wide

### When?

- After the election

### How?

- Create new video and website
- Develop new businesses and programs
- Increase promotion through social media, radio and newsletters

### Resources?

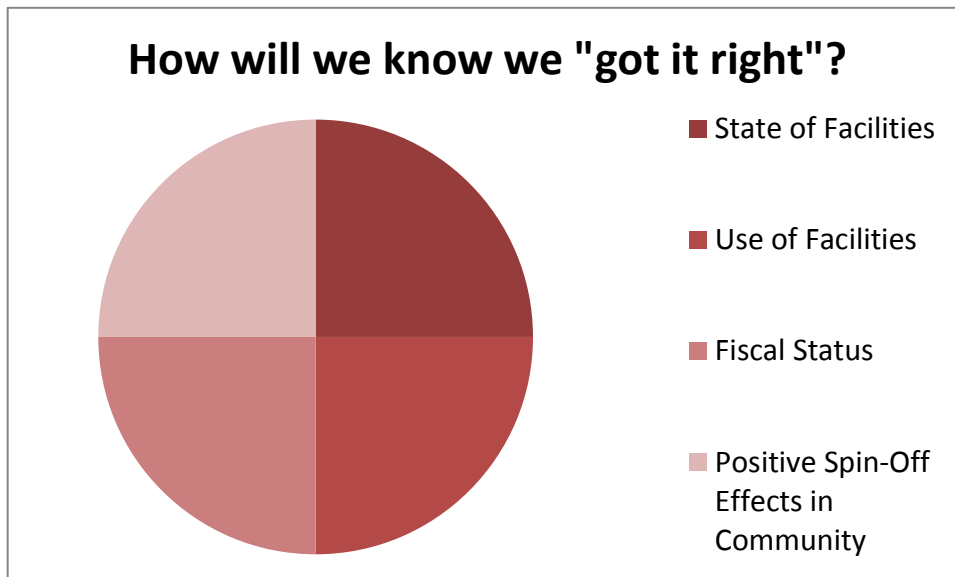
- Initial funding

### Success?

- Increased population
  - Increased recreational users
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# How Will We Know That We “Got It Right”

Participants were also asked to come up with a list of indicators that would prove that “we got it right” with a Strategic Plan. The participant’s results were very in line with trying to improve the challenges in which they mentioned above. Their desired outcomes were categorized and are shown below.



## State of Facilities

Participants voiced that they would like to see current facilities more up-to-date via better maintenance, clean and fully accessible washrooms, no puddles on the ball diamonds and a new pavilion/canteen.

## Use of Facilities

It was also voiced that participants would like to see even higher participation and usage of the facilities as well as increased enrollment in sports. It was also noted that they would like groups and associations with more members.

## Fiscal Status

In regards to finances, participants shared that they would like to see a wise use of budget dollars and facilities that are fiscally self-supporting.

## Positive Spin-Off Effects in Community

A reduced number of complaints, young families staying in the community, full restaurants in town, a positive attitude and a busier town in general were all positive spin off that participants noted.

