



# **The Municipality of Brooke-Alvinston**

## **Strategic & Economic 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 Strategic Plan. The Strategic 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.

As you explore the Plan, you will note the focus on sustainability. The Municipality wishes to create a sustainable and healthy community that balances economic growth, fiscal responsibility and environmental awareness. Initiatives throughout the Plan focus on cultivating partnerships, engaging the community, excelling in service delivery and incorporating green principles into decision-making. Engagement of our young people and our seniors needs to be a priority, as well as ensuring we have services and venues to retain both segments of our population.



The 2018-2022 Strategic 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. Furthermore, I would like to thank Bryan Boyle who facilitated the information sessions and captured all thoughts through the "post-it" method.

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



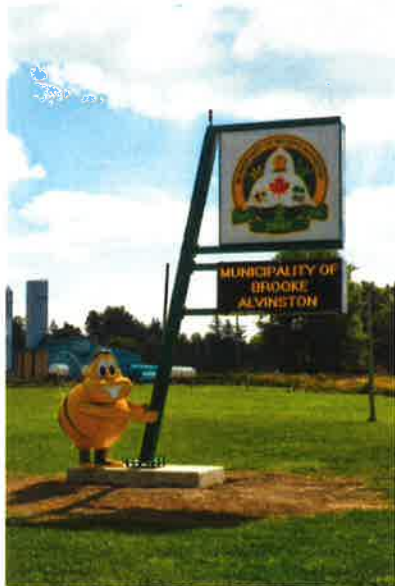
# A Community Profile

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.

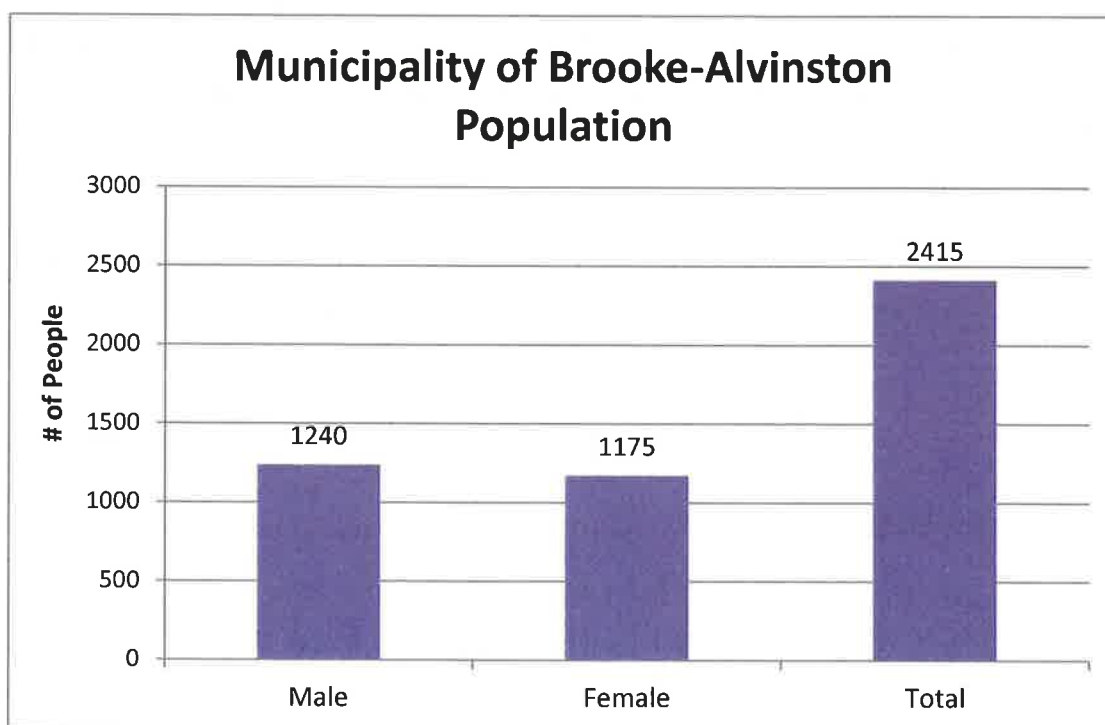
The population of the Municipality is approximately 2,400 and is serviced by both Alvinston and Inwood. Nearby, are the large urban areas of Sarnia and London as well as many major transportation routes.

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>



## **Municipal Infrastructure and Community Services**

The Municipality's Public Works Department is responsible for maintaining about 412 unpaved lane kilometers and 128 lane kilometers of paved road. The Municipality also looks after the water distribution system, which is supplied primarily by the Lambton Area Water Supply System. Over the years the water distribution system has grown to service an increasing larger area.

The Brooke-Alvinston-Inwood Community Centre Complex (BAICCC) offers a very popular venue for many different recreational and social activities. With an ice rink on one side, hockey players and figure skaters are kept very busy through the winter months. On the



other side is a banquet hall capable of seating 500 people, a popular venue for weddings, anniversaries and conferences alike. Outside two baseball diamonds and a booth make for a very busy venue through the spring and summer months. Also outside the BAICCC is a skateboard park, two ball hockey courts, dog park and playground equipment. AW Campbell Conservation offers year round fun including many campsites, swimming and trails through the warmer months with a Maple Syrup display through the

winter months. Two small parks, one in Alvinston and one in Inwood provide shade and enjoyment for individuals of all ages. A ball diamond and Firehall in Inwood are amongst other popular recreational and social facilities found within the Municipality.

Both Inwood and Alvinston have volunteer fire stations, which have recently merged to form Brooke Fire Rescue. Together, the two stations have approximately 45 volunteer firefighters, a training officer and a Fire Chief who works with surrounding area departments. Police services are purchased through a contract with the Ontario Provincial Police.

## **Municipal Government**

The Municipality is governed by 5 members of Council, consisting of one Mayor, a Deputy Mayor and 3 Councillors who are elected by the taxpayers every 4 years. The County of Lambton provides many services to the Municipality along with countless other services provided indirectly and directly by the Municipality. These services are summarized on the following page.

## MUNICIPAL SERVICES

## COUNTY OF LAMBTON SERVICES

<b>General Government</b> <ul style="list-style-type: none"><li>○ Administration</li><li>○ Finance</li><li>○ Human Resources</li><li>○ Property</li><li>○ Emergency Management</li></ul> <b>Public Works</b> <ul style="list-style-type: none"><li>○ Roads, Drains, Bridges, Culverts</li><li>○ Municipal Drainage</li><li>○ Winter Maintenance</li></ul> <b>Recreation and Culture</b> <ul style="list-style-type: none"><li>○ Parks and Conservation Area</li><li>○ Community Centre</li><li>○ Cemeteries</li><li>○ Library Branches</li></ul> <b>Environmental Services</b> <ul style="list-style-type: none"><li>○ Recycling and Waste Pickup</li><li>○ Water Distribution</li><li>○ Water Infrastructure Maintenance</li><li>○ Special Clean Up Days</li></ul> <b>Policing</b> <ul style="list-style-type: none"><li>○ Police Services – OPP (contract)</li></ul> <b>Fire</b> <ul style="list-style-type: none"><li>○ Fire Protection and Inspection Services</li><li>○ Fire Hall</li></ul>	<b>General Government</b> <ul style="list-style-type: none"><li>○ Administration</li><li>○ Finance</li><li>○ Human Resources</li><li>○ Legal</li><li>○ Emergency Management</li><li>○ Court Services</li></ul> <b>Infrastructure and Development Services</b> <ul style="list-style-type: none"><li>○ Economic Development</li><li>○ Planning Services</li><li>○ Waste Disposal</li><li>○ Roads, Bridges and Culverts</li><li>○ Landfill Site Management</li><li>○ Property Standards Enforcement</li><li>○ Building Services</li><li>○ Weed Control</li></ul> <b>Long Term Care Services</b> <ul style="list-style-type: none"><li>○ Long Term Care Facilities &amp; Services</li></ul> <b>Public Health Services</b> <ul style="list-style-type: none"><li>○ Community Health Services</li><li>○ Child Health and Dental Services</li><li>○ Children's Services</li><li>○ Emergency Medical Services (ambulance)</li></ul> <b>Social Services</b> <ul style="list-style-type: none"><li>○ Ontario Works</li><li>○ Social Planning and Program Support</li><li>○ Child Care Fee Subsidy</li><li>○ Housing Services</li><li>○ Children's Services</li></ul> <b>Cultural Services</b> <ul style="list-style-type: none"><li>○ Cultural Services (Libraries, Lambton Room, Gallery Lambton, Lambton Heritage Museum and Oil Museum of Canada)</li></ul>
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## Strategic Planning Process

Members of the public were asked for their input on what they would like to see accomplished. Brooke-Alvinston Council and Staff were also asked to prepare a list of ideas, goals, objectives, projects, buildings etc. they would like to see accomplished. The ideas and thoughts were wide-ranging and provided valuable input on the collective vision from Council and Staff on the future of the Municipality.

In review of the goals and objectives it became very clear that the Municipality is focused on long-term strategic planning. Council has decided that it is the appropriate time to enshrine a mission statement, vision and key principles; and then to refine specific goals to set the direction of the Municipality in its day to day operations, which will then be supported by specific strategic objectives.

Based on valuable input from the public, Council and staff created a list of potential strategic actions.

The list of actions was tested against other municipal strategic initiatives to arrive at seven different key areas of focus or goals that are appropriate for Brooke-Alvinston. These will be discussed later in this document.

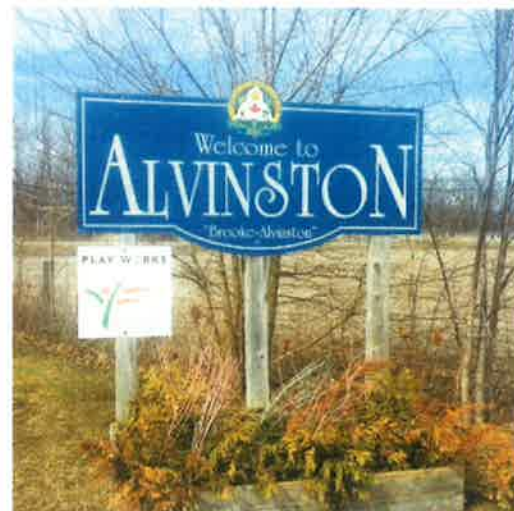


*“I always skate to where I think the puck is going to be”. – Wayne Gretzky*



## 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”.

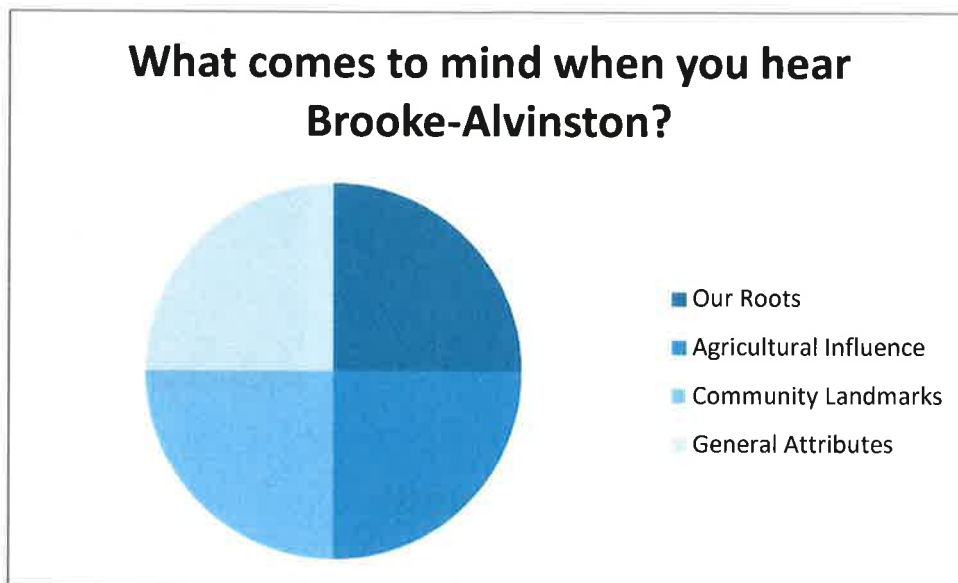
While our vision provides an outlay of our final destination, it cannot be achieved without a mission. The mission provides a stepping off point for the long term vision of where we want to go. It provides the ways in which we will achieve our vision.

### 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.

# Perspectives of Brooke Alvinston

What comes to mind when you hear Brooke-Alvinston?



## **Our Roots**

To many, the municipality is their home, home territory and the place in which they were raised. It is a place of history, pride, family and friends.

## **Agricultural Influence**

The Municipality of Brooke-Alvinston is largely a rural, farming community in which our residents believe is vital. Our community features family farms, agriculture and comfortable county living.

## **Community Landmarks & Events**

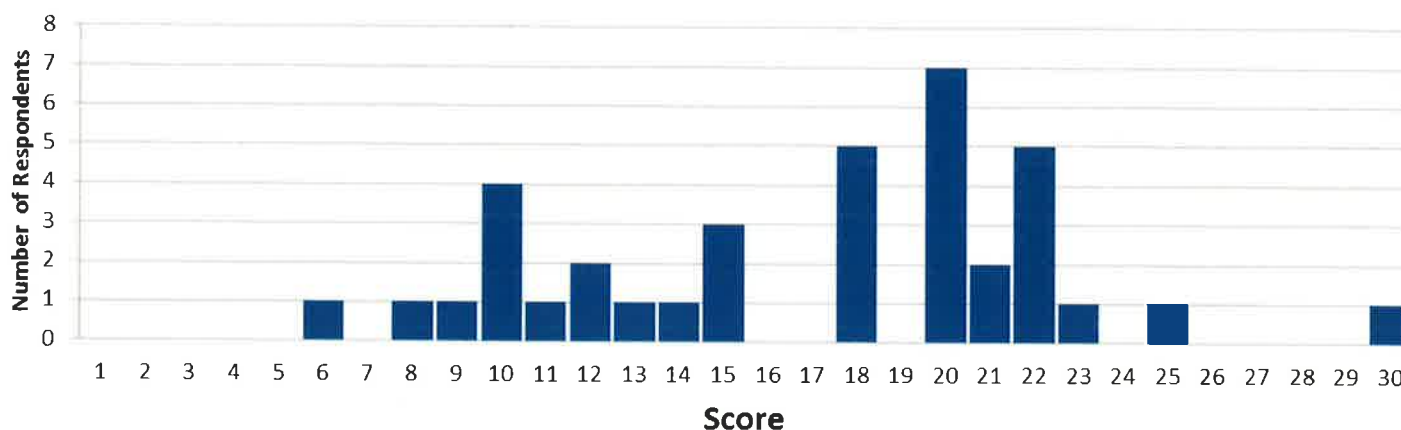
Among the most popular community landmarks and events that come to mind are the annual Fall Fair, Minor Hockey, the Arena, and the Sydenham River.

## **General Attributes**

Friendly, supportive, opportunity, progress, welcoming and small are all general attributes of the Municipality that come to mind as well as hard at work, challenging and safe.

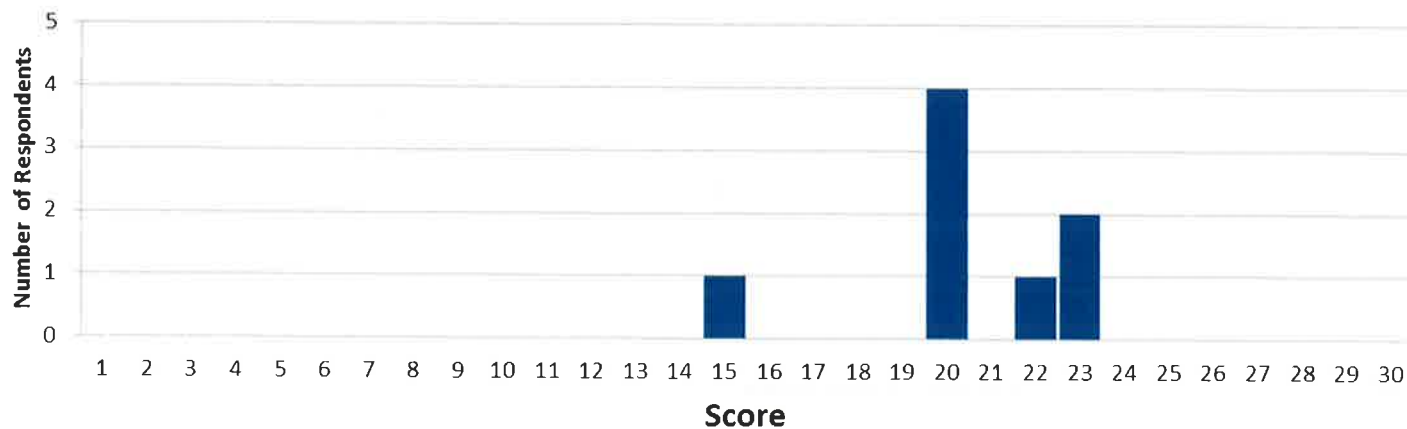
The following two graphs depict the current opinion on the status of the Municipality. The first graph is the opinion of those who attended the workshop. The second graph is from Council and Staff's point of view. The scale ranges from 0 to 30, where a 0 is indicative of an apathetic and declining community and a 30 depicts a thriving and vibrant community.

### Participants' Perspectives of Brooke-Alvinston



Average: 17.22

### Council and Staff's Perspectives of Brooke-Alvinston



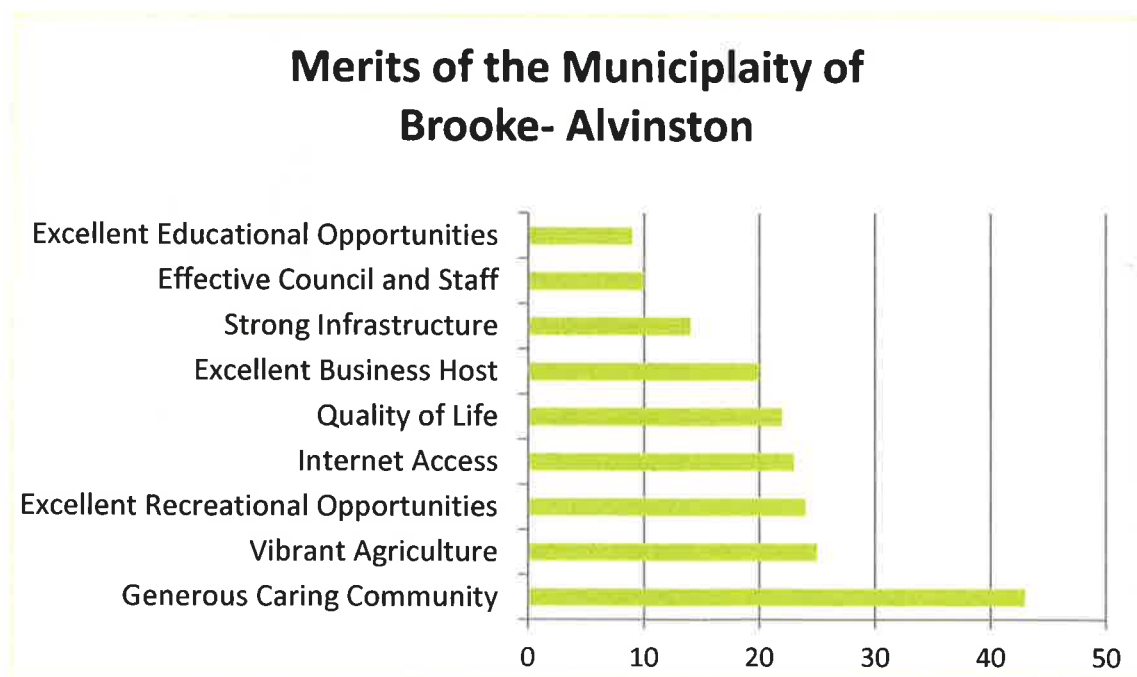
Average: 20.38

## Merits of the Municipality

Before diving beneath the surface and identifying the many merits that lie within the Municipality of Brooke-Alvinston, it is important to first define a “merit”. Merits are often times described as either strengths or opportunities. They can be any factors or conditions that are considered positive and over which we have some control over such as skills, involvement, expertise and facilities. Merits can also be factors or conditions over which we have little to no control but can be seized by ourselves or by others such as demographics, location and funding.

Participants identified a wide range of merits. Some of the strongest of those merits include a generous caring community, vibrant agriculture as well as excellent recreational opportunities. The following table and graph summarizes the merits identified with their respective rankings.

Rank	Merit	Description
1 <sup>st</sup>	Generous Caring Community	Great people, volunteers, caring tight knit community
2 <sup>nd</sup>	Vibrant Agriculture	Strong agricultural base, farming economy, agricultural support services
3 <sup>rd</sup>	Excellent Recreational Opportunities	Community centre, arena, conservation area, sports, Sydenham river
4 <sup>th</sup>	Internet Access	Brooke Telecom, fibre optic, fastest internet services in Lambton County
5 <sup>th</sup>	Quality of Life	Safe, stable, reasonable taxes and housing costs
6 <sup>th</sup>	Excellent Business Host	New and recent business development and growth, innovative attitude
7 <sup>th</sup>	Strong Infrastructure	Available infrastructure, central location, low-cost development opportunities
8 <sup>th</sup>	Effective Council and Staff	Works and roads department, municipal staff
9 <sup>th</sup>	Excellent Educational Opportunities	Brooke Central School, French immersion available



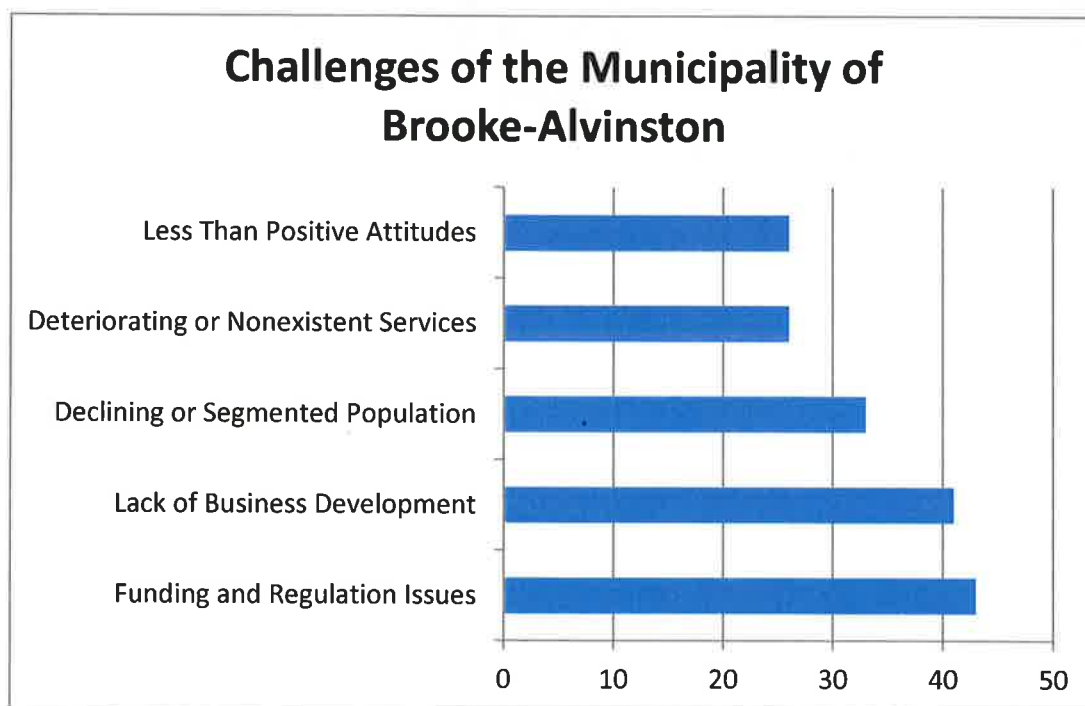


# Challenges of the Municipality

As with any Municipality, there are evidently challenges to go along with the aforementioned merits. These challenges can include anything from weaknesses; factors and conditions that are negative over which we have some control over, like inactivity and lack of direction. However, these challenges may also be threats; negative factors and conditions that could impact us, over which we have little to no control over, such as political climate and provincial, national or global conditions.

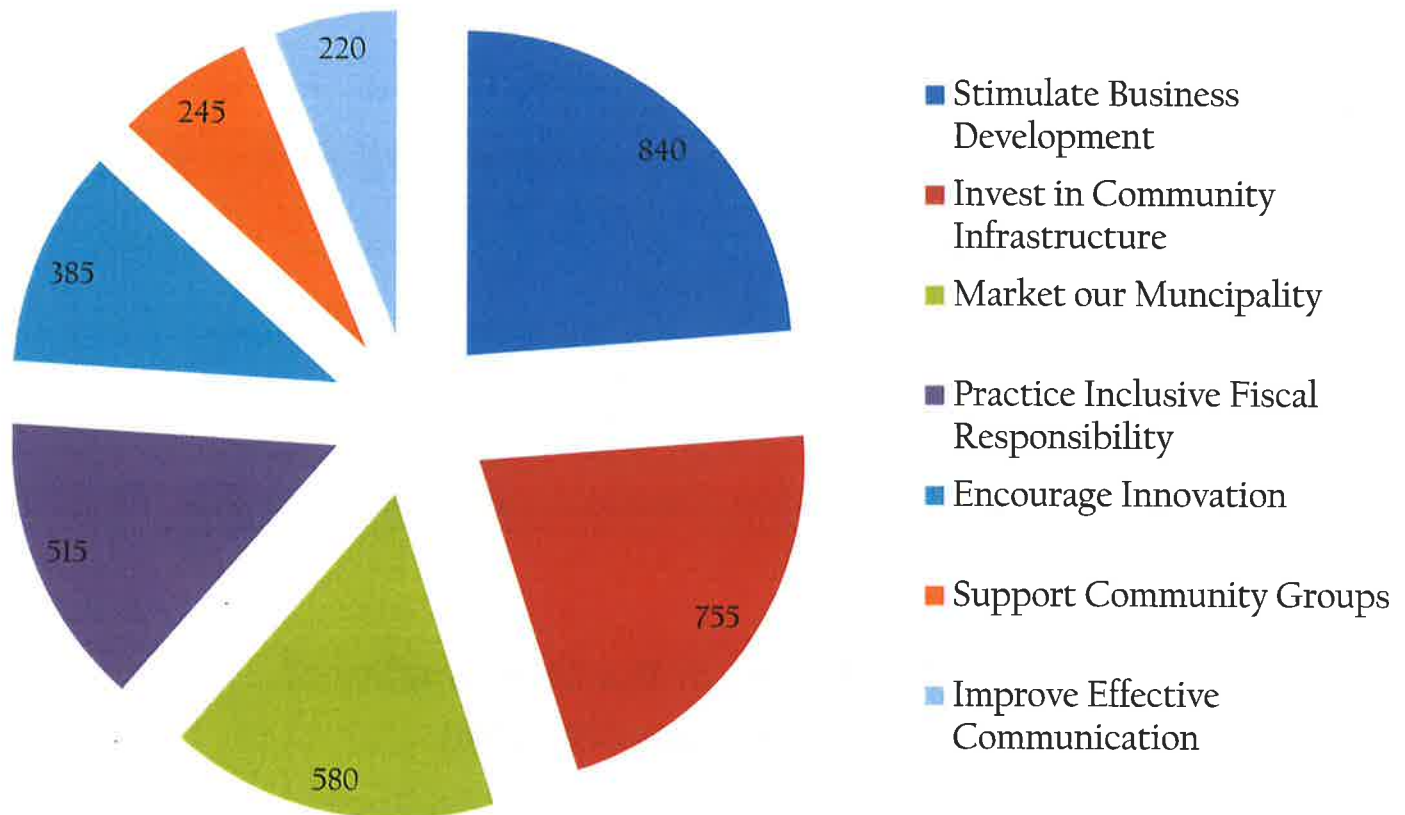
Some of these challenges that exist for the Municipality of Brooke-Alvinston were brought to light by residents of the community and are summarized below.

Rank	Challenge	Description
1 <sup>st</sup>	Funding and Regulation Issues	Decreased provincial and federal funding, affording to keep up with technology changes, permits and regulations
2 <sup>nd</sup>	Lack of Business Development	No large industry for tax base, lack of space for new business, no draw for new business
3 <sup>rd</sup>	Declining or Segmented Population	Small population, no employment base, aging population, limited opportunities for young people
4 <sup>th</sup> Tie	Deteriorating or Nonexistent Services	Lack of utilities on rural roads, hydro costs and taxes, amalgamations, underutilization of current services
4 <sup>th</sup> Tie	Less Than Positive Attitudes	Resistance to new ideas, no vision, lack of clear plan



## 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 our key areas of focus. Participants identified which areas should be of greatest importance using a weighted voting system. Those key areas of focus have been summarized in the chart below.



## Goals and Action Plans

The Staff and Council of the Municipality, in a combined effort with the input from workshop participants furnished a set of goals and action plans that can be implemented in our long-term planning.

1) ***Stimulate Business Development*** – Brooke-Alvinston wants **PROGRESS**

- ✓ Establish incentives for new businesses
- ✓ Encourage new industries

2) ***Invest in Community Infrastructure*** – Brooke-Alvinston wants **STABILITY**

- ✓ Prioritize Community Infrastructure Projects

3) ***Market our Municipality*** – Brooke-Alvinston wants **INNOVATION**

- ✓ Promote Fibre Optics
- ✓ Encourage, Campaign for and Advertise for families and businesses

4) ***Practice Inclusive Fiscal Responsibility*** – Brooke-Alvinston wants **SUSTAINABILITY**

- ✓ Evaluate cost/benefit of each service

5) ***Encourage Innovation*** – Brooke-Alvinston wants **LEADERSHIP**

- ✓ Encourage new ideas and plans
- ✓ Share information with residents through new and innovative methods
- ✓ Create space and opportunities for healthcare practitioners

6) ***Support Community Groups*** – Brooke-Alvinston wants **COHESIVENESS**

- ✓ Encourage support of existing community groups
- ✓ Encourage communication between community groups

7) ***Improve Effective Communications*** – Brooke-Alvinston wants **RESPONSIBILITY**

- ✓ Improve communication through the Brooke-Alvinston website, Council minutes, meeting notices etc.
- ✓ Increase interaction between community organizations

“A goal without a plan is just a wish”. – Antoine de Saint-Exupery

# Action Plans Created for Specific Initiatives

## 1. Stimulate Business Development

### What?

- Start a new industry

### Why?

- Brings jobs
- Brings tax dollars
- Domino and multiplier effect for others

### Who?

- Sarnia Lambton Economic Partnership
- County of Lambton administration
- Private investors
- Brooke-Alvinston Council

### Where?

- Inwood former grain and seed facility
- Former Columbia Hotel lot, if zoning allows
- Spinoff industry from Nova, Strathroy

### When?

- As soon as possible

### How?

- Research development focusing on Internet capabilities
- SLEP to do a feasibility project
- Get resources by thinking "out-of-the-box"
- Involve Guelph and Western Universities and Lambton College
- Place advertisement in Toronto papers
- Talk to others who have attracted investment, e.g. Teeny Tiny Summit

### Resources?

- Co-op student to do fund development
- Rural Economic Development (RED) grants from provincial government

### Success?

- Industry comes to Brooke-Alvinston
- Read about us in the development magazines
- Homes are built as a result of the industry



<b>What?</b>	<ul style="list-style-type: none"> <li>▪ Establish incentives for new businesses</li> </ul>
<b>Why?</b>	<ul style="list-style-type: none"> <li>▪ Increase assessment base</li> <li>▪ Encourage population growth</li> </ul>
<b>Who?</b>	<ul style="list-style-type: none"> <li>▪ Staff and Council develop incentives</li> <li>▪ Contact and develop a relationship with a developer or realtor</li> </ul>
<b>Where?</b>	<ul style="list-style-type: none"> <li>▪ In built-up areas where there is access to services such as gas, Internet, water and sewer</li> </ul>
<b>When?</b>	<ul style="list-style-type: none"> <li>▪ Embark now on a five-year plan</li> </ul>
<b>How?</b>	<ul style="list-style-type: none"> <li>▪ Make contact with the developer or real estate agent</li> <li>▪ Develop a specific policy for incentives</li> </ul>
<b>Resources?</b>	<ul style="list-style-type: none"> <li>▪ Main Street Grant</li> <li>▪ Sarnia Lambton Economic Partnership</li> <li>▪ Regularly monitor plan and adjust as needed</li> </ul>
<b>Success?</b>	<ul style="list-style-type: none"> <li>▪ Welcome three new businesses within three years</li> <li>▪ Witness no losses in current businesses</li> </ul>

## 2. Invest in Community Infrastructure

### What?

- Prioritize community infrastructure

### Why?

- Create a positive plan upon which to focus and move forward
- More efficient
- Community focus
- Spend dollars more wisely
- Helps with budgeting
- Meet legislative requirements
- Put all the issues on the table, e.g. accessibility requirements, population needs, community work focus

### Who?

- Administration

### Where?

- Brooke-Alvinston Inwood Community Centre and grounds

### When?

- According to legislation, e.g. accessibility
- When funding allows

### How?

- Apply for funding
- Identify steps and stages for an action plan
- Ensure that projects are neutral, not “ours” or “theirs”

### Resources?

- Funding opportunities
- Budget allowances
- Reserves
- Accessibility funding
- Ontario Trillium Foundation
- Community groups
- Foundation

### Success?

- Everyone in the community is happy!

### 3. Market Our Municipality

#### What?

- Market our municipality featuring fiber optics and our Sydenham River as a natural resource

#### Why?

- Bring more business and residences
- Increases the tax base

#### Who?

- Staff and Council
- Business Improvement Association

#### Where?

- In built-up areas of Alvinston and Inwood

#### When?

- Immediately; it has to happen now while we have the advantage

#### How?

- Advertise
- Engage with partners, e.g. Brooke Telecom

#### Resources?

- Resources from Council

#### Success?

- New businesses
- New families in the community

- Encourage, promote and advertise for families and businesses to come here

#### **Why?**

- Bring new ideas, thoughts, arts, specialty groups
- Helps local business
- Supports the service clubs
- Generate more dollars
- Increases school enrollment

#### **Who?**

- Administration
- Sarnia Lambton Economic Partnership (SLEP)
- Service groups

#### **Where?**

- Municipality-wide

#### **When?**

- Start immediately

#### **How?**

- Present an open house during Canada Day weekend for immigrants
- Advertise positively, e.g. low taxes, family-friendly, low crime, service clubs, progressive fire departments, proximity to schools and 402 Highway

#### **Resources?**

- Budget for promotion of Brooke-Alvinston
- Attend immigrant events

#### **Success?**

- New infrastructure, e.g. homes
- Addition to school for increase of students



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#### 4. Practice Inclusive Fiscal Responsibility

**What?**

- Evaluate the cost/benefit of each service

**Why?**

- Save money
- Do not provide services if cost outweighs benefit

**Who?**

- Staff provides report to Council and potential cost savings and potential benefit or loss of benefit

**Where?**

- Start with the small items over which we have control, e.g. insurance, water and sewer operations and expand into larger items

**When?**

- Start now
- Tackle over the next three years as time permits
- Continually evaluate

**How?**

- Initiate track progress
- Appoint a champion for this initiative

**Resources?**

- Mayor and Councillors dedicate time to this project

**Success?**

- Improve bottom line
  - Attempt to achieve a budget less than last year
-

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## 5. Encourage Innovation

### What?

- Try new things, take risks!

### Why?

- Need to think outside the box
- Save money
- Realize efficiencies

### Who?

- Staff bring recommendations to Council
- Involve community groups for fresh ideas

### Where?

- Across the whole municipality, everything is on the table

### When?

- Start now
- Ongoing project without an end for continuous improvement

### How?

- Hold regular brainstorming sessions
- Talk with other municipalities
- Implement ideas

### Resources?

- Attend seminars to learn from others
- Ontario Clean Water Agency, LAS and others
- Work with Bluewater Power, etc.

### Success?

- New ideas, plans and cost savings are realized
-

## 6. Support Community Groups

### What?

- Increase communication between volunteer groups
- Town Hall meetings with all service clubs including the Fire Associations

### Why?

- So everyone works together towards the goal
- Brainstorming for future goals
- Shows a strong community
- Encourages more involvement
- Promotes open dialogue

### Who?

- Chairs of all service groups to invite members

### Where?

- Across Brooke-Alvinston

### When?

- Now!

### How?

- Hold an appreciation event annually or an annual general meeting
- Community service club newsletters identifying highlights, potential projects and issues

### Resources?

- Support and knowledge of others
- Open communication

### Success?

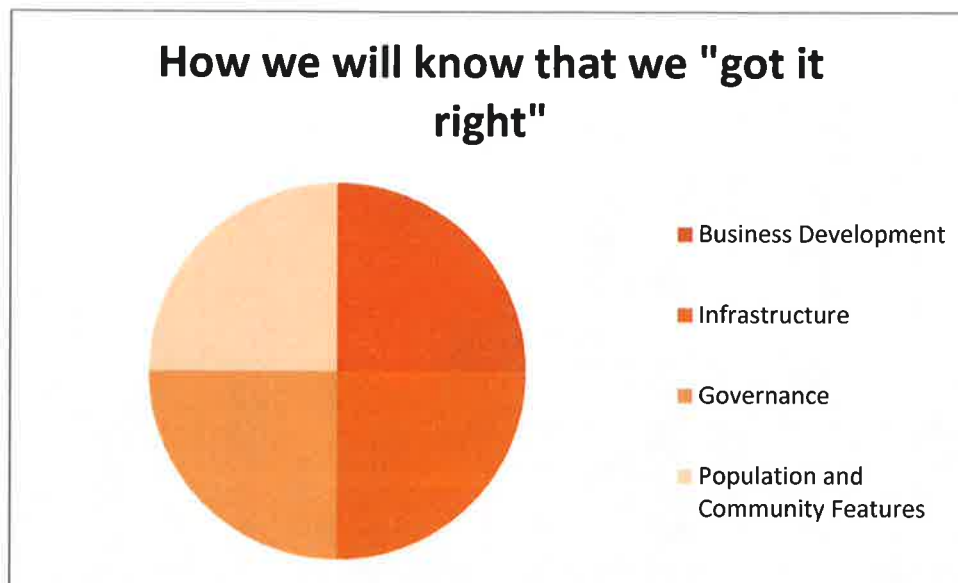
- Cohesive community

## 7. Improve Effective Communication

What?	<ul style="list-style-type: none"><li>▪ Better communication to the community to let the people know what is happening</li></ul>
Why?	<ul style="list-style-type: none"><li>▪ Informs the community of what's going on</li><li>▪ Promotes important meetings and events</li><li>▪ Needed standard method so people know where to find information</li><li>▪ Increase attendance</li></ul>
Who?	<ul style="list-style-type: none"><li>▪ Administration and group leaders</li></ul>
Where?	<ul style="list-style-type: none"><li>▪ Municipality-wide</li></ul>
When?	<ul style="list-style-type: none"><li>▪ Now!</li></ul>
How?	<ul style="list-style-type: none"><li>▪ Utilize service group newsletters</li><li>▪ Engage social media</li><li>▪ Generate standard posts</li></ul>
Resources?	<ul style="list-style-type: none"><li>▪ Word-of-mouth</li><li>▪ Modest social media fees</li></ul>
Success?	<ul style="list-style-type: none"><li>▪ 100% attendance</li></ul>

# How Will We Know That We “Got It Right”

During the workshop, participants were asked, how will we know that “we got it right” with a successful strategic plan. The following is a summary of what participants believed would be indicators that “we got it right”.



## **Business Development**

Participants want to see new business development, industries, economic growth, opportunity and stability, more young people owning land, residential improvements, construction and new farming innovation

## **Infrastructure**

In terms of Infrastructure, we will have gotten it right with the strategic plan by seeing more homes being built and improvements to those already existing, more paved roads, arena upgrades and innovative projects.

## **Governance**

No municipal complaints, transparency, having Brooke-Alvinston as a municipality, reasonable taxation and a cohesive fire department would all be indicators that there was success with the strategic plan.

## **Population and Community Features**

Participants wish to see stable or growing populations, youth and young families staying or returning, a safe, active and secure community and a positive outlook. Among these community features include more employment, more sports groups, tourism and engaged citizens.



*This Strategic Plan was funded partially through the Provincial Rural Economic Development Fund.  
The views expressed in the document are the views of the Municipality  
and do not necessarily reflect those of the Province.*

*Special thank-you and recognition to Hannah Symington who assisted in the compilation of the document.*



## **Brooke-Alvinston Strategic and Economic Planning**

### **Stakeholder Input Workshop plus Council and Staff Input Workshop**

December 11, 2017 and January 29, 2018  
Alvinston, Ontario



**Bryan Boyle & Associates**  
*FACILITATING YOUR FUTURE*

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## Executive Summary

On December 11, 2017 interested members of the Brooke-Alvinston community met at the Brooke-Alvinston Inwood Community Centre for a highly interactive workshop facilitated by Bryan Boyle. On January 29, 2018 Council and staff met at the Council Chambers to add additional input and develop action plans.

The purpose of both sessions was to solicit valuable input from the community to help the Council and staff of Brooke-Alvinston create a strong strategic and economic plan as a vision for the future.

Participants were asked, "What are the first one or two words that come to your mind when you hear the words Brooke-Alvinston?" Their thoughts were focused around our roots, agricultural influence, community landmarks and events as well as general attributes.

The participants' perspectives about the current status of Brooke-Alvinston were quite mixed with a slightly positive trend. Many participants' scores were clustered in the mid-range on the bar graph that was created. Council and staff perspectives were stronger.

The participants identified some desired outcomes which were clustered into the areas of business development, infrastructure, governance as well as population and community features.

Participants identified and prioritized merits that exist for Brooke-Alvinston. Those merits in order of priority include: generous caring community, vibrant agriculture, excellent recreational opportunities, Internet access, quality of life, excellent business host, strong infrastructure, effective Council and staff as well as excellent educational opportunities.

They also identified and prioritized some challenges that exist for Brooke-Alvinston. These challenges in order of priority include: funding and regulatory issues, lack of business development, declining or segmented population, deteriorating are nonexistent services as well as less than positive attitudes.

Participants agreed that there are many actions that could help ensure a strong and vibrant future for Brooke-Alvinston. These actions could build on the merits, reduce or eliminate the challenges, all the while keeping in mind our desired outcomes.

The participants identified, grouped and prioritized the actions they identified into key areas of focus. Highlights of the areas of focus listed from their highest to lowest priority are:

- 1<sup>st</sup>: Stimulate Business Development
- 2<sup>nd</sup>: Invest in Community Infrastructure
- 3<sup>rd</sup>: Market Our Municipality
- 4<sup>th</sup>: Practice Inclusive Fiscal Responsibility
- 5<sup>th</sup>: Encourage Innovation
- 6<sup>th</sup>: Support Community Groups
- 7<sup>th</sup>: Improve Effective Communication

Council and staff created more detailed action plans for specific actions from the report of the stakeholders' workshop or from newly suggested actions.

As a first step to helping ensure that action will result from this strategic planning activity, participants shared their personal commitment for their specific actions that would contribute to the positive outcome to this planning process.

The workshop was a productive event, where the participants were very engaged. Through their valued input, the stakeholders, council and staff took an important step in providing input to a potential strategic and economic plan for Brooke-Alvinston.

Brooke-Alvinston Strategic and Economic Planning  
Stakeholder and Council/Staff Input Workshops  
Brooke-Alvinston, Inwood Community Centre and council Chambres  
December 11, 2017 and January 29, 2018 Facilitated by Bryan Boyle

### **Purpose of the Session**

To solicit valuable input from the community to help the Council and staff of Brooke-Alvinston create a strong strategic and economic plan as a vision for the future

*Throughout this report whenever two or more participants (or in the cases of the eight discussion groups - number of groups) offered the same or very similar comments they are noted with an "x" and the number, i.e. (x3)*

*Input from the Council and staff workshop is noted in italics. The Action Plan section beginning on Page 17 of this report was entirely generated by Council and staff.*

### **Current Perceptions**

Participants were asked to share the first one or two words that come to mind when they hear "Brooke-Alvinston".

#### Our Roots

- Home (x9)
- Home territory
- My home municipality
- Raised in...
- Family setting
- *History*
- *Pride*
- *Home*
- *Family and friends*

#### Agricultural Influence

- Farming (x2)
- Farming community
- Family farms
- Agriculture
- Rural community
- Country
- *Farming (x2)*

- *Agriculture*
- *Country living*

#### Community Landmarks and Events

- Fall fair (x3)
- Hockey (x2)
- Arena
- Township arena
- Sydenham River
- Armors
- Old school
- *Small-town*

#### General Attributes

- Friendly community
- Community support
- Community opportunity
- Progress
- Friendly
- Welcoming
- Same old, same old
- Small
- Struggling
- Declining population
- *Hard at work*
- *Challenging*
- *Safe*
- *Volunteers*
- *More business*

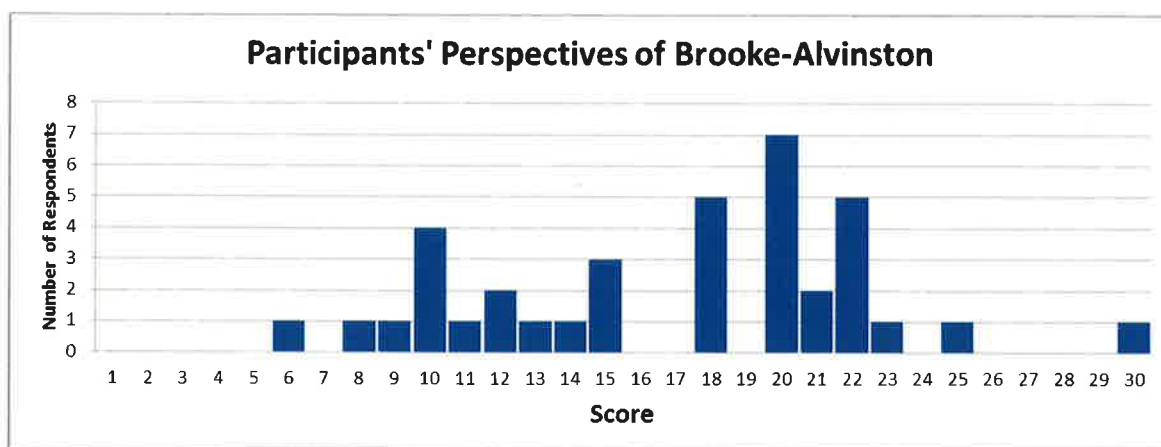


### Participants' Perceptions of Agricultural Soil Health and Conservation in Ontario

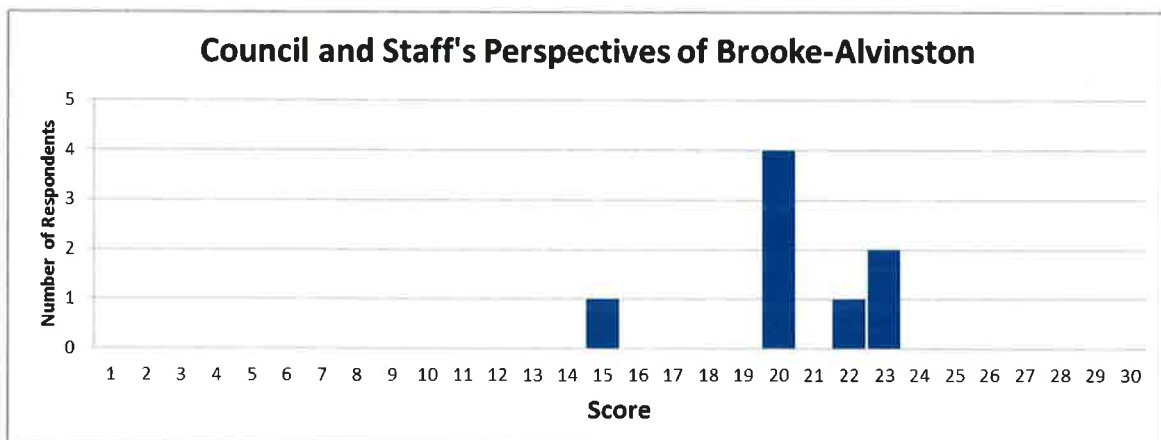
On ballots numbered from 1 to 30, participants indicated the number that most accurately describes the current status of Brooke-Alvinston.

#30 = "Top of our Game": A thriving and vibrant community led by a well-coordinated, effective and responsive municipal government that provides strong value to the community

#1 = "Dead in the Water": An apathetic and declining community led by an uncoordinated, ineffective and unresponsive municipal government that provides very limited value to the community



**Average = 17.33**



**Average = 20.38**

## Desired Outcomes

Participants were asked, “How will we know that we “got it right” with a successful strategic plan?”

### Business Development

- New business development (x3)
- Industry (x2)
- Economic growth or opportunity
- Economic stability
- More young people owning land
- Rural and town businesses
- Residential improvements
- New positions or jobs
- *New development (x2)*
- *New and more businesses (x2)*
- *New farming innovation*
- *Construction*

### Infrastructure

- New homes being built (x2)
- More paved roads (x2)
- Residential improvements
- New municipal equipment
- Substantial arena upgrades
- *Infrastructure improvements (x2)*
- *Innovative projects*

### Governance

- We still have Brooke-Alvinston as a municipality
- Transparency
- Feedback to local government representatives welcome
- Reasonable taxation
- No complaints
- *No municipal complaints*
- *Cohesive fire department*

### Population and Community Features

- Stable or growing population (x2)
- Youth and young families stay or return
- People stay, retire here or move here
- Active community
- Safe and secure community
- Increased safety with fewer break-ins
- Positive outlook
- Volunteer groups are treated equally
- Tourism
- Some progress may be hard to gauge
- *Population increase (x2)*
- *Growing community*
- *Strong community*
- *More employment*
- *More sports groups*
- *Engaged citizens*

### **What Merits Exist for Brooke-Alvinston?**

Merits may be:

Strengths: Any factors or conditions that are considered positive and over which we have some control, e.g. skills, expertise, involvement, facilities

Opportunities: Any factors or conditions that are considered positive, over which we have little or no control but may be seized by ourselves or others, e.g. demographics, location, funding

Participants identified, grouped and prioritized many merits with the following results :

Rank	Merits	Total Score
1 <sup>st</sup>	Generous Caring Community	43
2 <sup>nd</sup>	Vibrant Agriculture	25
3 <sup>rd</sup>	Excellent Recreational Opportunities	24
4 <sup>th</sup>	Internet Access	23
5 <sup>th</sup>	Quality of Life	22
6 <sup>th</sup>	Excellent Business Host	20
7 <sup>th</sup>	Strong Infrastructure	14
8 <sup>th</sup>	Effective Council and Staff	10
9 <sup>th</sup>	Excellent Educational Opportunities	9

The points identified by the participants that were grouped and prioritized to create the table above are listed below:

1) Generous Caring Community

- Our great people (x3)
- Volunteers
- Work together
- Great people
- Tight knit community
- Friendly and caring community
- Family roots and heritage
- People that really and fairly support local businesses
- Generous donations to charity on a per capita basis
- Generosity
- Community groups and volunteers
- Community centered
- Inviting, quaint and beautiful town
- Entrepreneurs
- Great hospitality, e.g. food
- *Out-of-the-box thinkers*
- *Growing arts program*
- *Volunteers who work well together*

2) Vibrant Agriculture

- Strong agricultural base
- Farming economy
- Excellent agricultural support services

3) Excellent Recreation Opportunities

- Excellent community centre (x2)
- Arena (x2)
- A.W. Campbell Conservation Area (x2)
- Athletic opportunities
- Youth sports
- Active service clubs supporting recreation
- Sydenham River trails
- Sydenham River

4) Internet Access

- Fastest Internet in Lambton County
- High-speed Internet
- Fiber optic services
- Brooke Telecom's Internet access
- Opportunities for fiber optics to invite IT type businesses

5) Quality of Life

- Quality-of-life to raise a family
- Youth retention
- Relatively low taxes
- Reasonable cost of housing
- Safe community
- Stability
- *Potential new doctor in town*
- *Summer camp program at United Church*
- *Four-week program for kids at Inwood Pavilion*

6) Excellent Business Host

- Recent business development and growth
- Munro Honey
- Rural labourers with strong work ethics for business
- New businesses
- Encourage new development
- Innovative and risk-taking attitude
- Opportunity for tourism
- *Affordable opportunity for businesses*

7) Strong Infrastructure

- Infrastructure is available
- Low-cost development opportunities
- Bigger is not always better
- Central location proximity to three cities
- Location at the centre of the wheel

8) Effective Council and Staff

- Works and Roads Department
- Municipal staff
- More diverse Council needed in terms of age and ethnicity
- Advertising on Facebook and website for Brooke-Alvinston



### 9) Excellent Education Opportunities

- Excellent school system
- School
- Brooke Central French immersion
- Educational opportunities

### What Challenges Exist for Brooke-Alvinston?

Challenges may be:

Weaknesses: Any factors or conditions that are considered negative and over which we have some control, e.g. inactivity, lack of direction, lack of stakeholder support

Threats: Any factors or conditions that could negatively impact us, over which we have little or no control, e.g. political climate, provincial, national or world conditions

Participants identified, grouped and prioritized many challenges with the following results :

Rank	Challenges	Total Score
1 <sup>st</sup>	Funding and Regulation Issues	43
2 <sup>nd</sup>	Lack of Business Development	41
3 <sup>rd</sup>	Declining or Segmented Population	33
4 <sup>th</sup> Tie	Deteriorating or Nonexistent Services	26
4 <sup>th</sup> Tie	Less Than Positive Attitudes	26

The points identified by the participants that were grouped and prioritized to create the table above are listed below:

### 1) Funding and Regulation Issues

- Decreased funding, both federal and provincial (x3)
- Reduced government funding
- Funding cuts
- Provincial regulation and funding reductions
- The government making decisions for local needs
- Too much outside administrative influence
- Municipal Property Assessment Corporation (MPAC) property valuation increases
- Many needs and wants that can no longer be afforded
- Regulations
- Permits
- Red tape
- Supply management
- *Affording to keep up with technology changes, e.g. fire radio system*
- *Trends in other communities that we cannot afford to offer*



## 2) Lack of Business Development

- Lack of major business for taxation funding
- No large industry to generate tax base
- Supporting local businesses
- No draw for new businesses
- Lack of space for new business
- Getting people to know where Alvinston downtown is located
- Not enough housing, new development
- No critical mass for industry
- Environment legislation not due to agriculture
- Lacking grocery store
- Lack of local shopping
- *Enticing new farmers due to the high cost of land*

## 3) Declining or Segmented Population

- Small population
- No employment base
- Lack of job opportunities
- Limited opportunities for young people
- Rural home renters
- Rural life controlled by urban rulers
- Vegans
- Getting people to move here
- Some people of all ages were moving into the community are not coming out to support the community
- Small taxation base
- Aging community
- Larger farms with current generation leaving the community

## 4) Deteriorating or Nonexistent Services

- Lack of utilities on rural roads, e.g. three phase hydro, gas, water (x2)
- Service requests could receive prompter action
- Aging Doctor
- Fire department amalgamation
- Municipal government amalgamation
- Lack of amenities
- Longer-term planning needed, e.g. sewers
- No new subdivision plans
- Hydro costs, taxes
- Underutilization of Sydenham River

- Need for land severance
- *Unplanned infrastructure failures*
- *More services wanted with no offer to fund*
- *No serviced industrial park*
- *No subdivision plan*
- *Long-term viability of the arena*
- *Both infrastructure and funding are declining*

#### 5) Less Than Positive Attitudes

- Resistance to new ideas
- No vision
- Lack of a clear plan
- Reluctance to make change
- Lack of recreation
- Not progressive
- *Generational divides, e.g. over the murals at BAICC*
- *Challenges of working cooperatively with others, e.g. municipalities*

#### **Key Areas of Focus**

There are many actions that could help ensure a strong and vibrant future for Brooke-Alvinston. These actions should build on the merits, reduce or eliminate the challenges, seize the opportunities or deflect the threats all the while keeping in mind your desired outcomes.

Participants identified and grouped these actions into areas of focus using the method: Each participant was given 100 points. They were asked to allocate their points to a number of areas of focus to show their relative importance. They based their allocation on where action would have the most positive impact on Brooke-Alvinston.

Rank	Areas of Focus	Total Score
1 <sup>st</sup>	Stimulate Business Development	840
2 <sup>nd</sup>	Invest in Community Infrastructure	755
3 <sup>rd</sup>	Market Our Municipality	580
4 <sup>th</sup>	Practice Inclusive Fiscal Responsibility	515
5 <sup>th</sup>	Encourage Innovation	385
6 <sup>th</sup>	Support Community Groups	245
7 <sup>th</sup>	Improve Effective Communication	220

The actions identified by the participants that were grouped and prioritized to create the table above are listed below :

### 1) Stimulate Business Development

- Establish incentives for new businesses, e.g. monetary, footprint, advertising
- Attract larger business for a boost to taxation base
- Initiate incentives for new businesses
- Encourage the next farming generation
- Provide tax breaks for new housing or new businesses
- Start new industry
- Start a marijuana plant
- Create jobs
- Create temporary housing for NOVA construction workers
- Programs to scale and assist the existing community businesses
- Encourage diversity in agriculture
- *Establish an industrial park*

### 2) Invest in Community Infrastructure

- Share resources
- Widen the roads to accommodate larger machinery
- Make the town and the main street more attractive to bring people in
- Plant trees for air quality, beauty and future appeal
- Build our recreational opportunities for youth and adults
- Develop a playground and parks for children in the South end of town
- Create a 10 year plan for the arena and community centre
- Build a walking bridge across the river
- Create a separate walking or cycling trail along accessible roadways
- Develop walking trails
- Promote new homes
- Plan for housing development, e.g. new housing, retirement, severance planning
- Create a museum for town industry
- Invest in projects that bring people together
- *Create a public/private partnership at the arena*
- *Develop a marketing program that emphasizes fiber optics*
- *Make a deal with YMCA to run the arena*
- *Prioritize community recreation infrastructure*

### 3) Market Our Municipality

- Encourage, promote and advertise for people to come and live here
- Change the perception of our municipality for all
- Expand on becoming a “go to” destination
- Market our municipality
- Attract outside business investment

- Encourage private investors to take advantage of our municipalities merits
- Promote the community to large employers, e.g. NOVA expansion
- Create and encourage events where money stays in our community
- Implement ways to make use and young adults stay in our community

#### 4) Practice Inclusive Fiscal Responsibility

- Promote our lower taxes
- Create tax incentives
- Hold public input meetings at budget time
- Provide more frequent financial reports for constituents
- Spend tax dollars wisely
- Cut costs
- Consider amalgamation of summer municipalities
- Amalgamate fire departments
- Continue to apply for funding
- Elect a government at various levels that supports small-town and rural development
- Work diligently to get Ontario government to listen to rural communities needs
- Listen to the ratepayers
- Identify opportunities by evaluating what each service is costing us
- *Cut some services completely*
- *Contract out some services*
- *Look into student co-op placements for special projects, e.g. website, business development*
- *Work with existing partners for cost management and control, e. g. St. Clair Regional Conservation Authority, Lambton County Development Services*
- *Consider potential restructuring of services and municipal boundaries*

#### 5) Encourage Innovation

- Take risks to build and improve for the future
- Encourage new ideas and plans
- Try new things
- Share information with constituents through new and innovative methods
- Create a reason for progress
- Seek out successful examples
- Encourage more open-mindedness
- Create space and opportunities for healthcare practitioners
- *Research innovation to bring to Brooke-Alvinston*
- *Work smarter not harder*

#### 6) Support Community Groups

- Encourage support of existing community groups (x3)
- Work closer with St. Clair Conservation Authority, e.g. trails
- Increase communication between volunteer groups, e.g. a biannual meeting of all groups

#### 7) Improve Effective Communication

- Better communication through the Brooke-Alvinston website, Council minutes, meeting notices, etc. (x2)
- Implement improvements to the Township website to make it user-friendly and effective
- Better communication to the community to let people know what is happening
- Better communication through the Brooke-Alvinston website, Council minutes, meeting notices, etc. (x2)
- Improved communication
- Increase interaction between community organizations
- *Encourage more communication with service groups on projects*

### Creating Action Plans for Specific Actions

Council and staff created some more detailed action plans for specific actions that had been identified by stakeholders or Council and staff, using the following template as a guide:

<b>What?</b>	Clearly defined action to help ensure that Brooke-Alvinston remains strong and viable into the future
<b>Why?</b>	The positive impact this action would have on the future of Brooke-Alvinston Please note how your recommended action: <ul style="list-style-type: none"> <li>• builds on a strength</li> <li>• reduces or eliminates a challenge</li> <li>• seizes an opportunity</li> <li>• deflects a threat</li> <li>• reaches a desired outcome</li> </ul>
<b>Who?</b>	The lead person or group
<b>Where?</b>	Area or location where activity would be focused
<b>When?</b>	Reasonable and attainable timelines
<b>How?</b>	At least 3 to 5 recommended steps in the specific action
<b>Resources?</b>	Resources required (e.g. funds, materials, payment-in-kind, etc.) and who will supply these resources
<b>Success?</b>	Metrics or criteria that will be used to evaluate success of this action

The action plans are noted in the same priority order as the Key Areas of Focus table above.

### 1. Stimulate Business Development

<b>What?</b>	<ul style="list-style-type: none"> <li>• Start a new industry</li> </ul>
<b>Why?</b>	<ul style="list-style-type: none"> <li>• Brings jobs</li> <li>• Brings tax dollars</li> <li>• Domino and multiplier effect for others</li> </ul>
<b>Who?</b>	<ul style="list-style-type: none"> <li>• Sarnia Lambton Economic Partnership</li> <li>• County of Lambton administration</li> <li>• Private investors</li> <li>• Brooke-Alvinston Council</li> </ul>
<b>Where?</b>	<ul style="list-style-type: none"> <li>• Inwood, former grain and seed facility</li> <li>• Former Columbia Hotel lot, if zoning allows</li> <li>• Spinoff industry from Nova, Strathroy</li> </ul>
<b>When?</b>	<ul style="list-style-type: none"> <li>• As soon as possible</li> </ul>
<b>How?</b>	<ul style="list-style-type: none"> <li>• Research development focusing on Internet capabilities</li> <li>• SLEP to do a feasibility project</li> <li>• Get resources by thinking "out-of-the-box"</li> <li>• Involve Guelph and Western Universities and Lambton College</li> <li>• Place advertisement in Toronto papers</li> <li>• Talk to others who have attracted investment, e.g. Teeny Tiny Summit</li> </ul>
<b>Resources?</b>	<ul style="list-style-type: none"> <li>• Co-op student to do fund development</li> <li>• Rural Economic Development (RED) grants from provincial government</li> </ul>
<b>Success?</b>	<ul style="list-style-type: none"> <li>• Industry comes to Brooke-Alvinston</li> <li>• Read about us in the development magazines</li> <li>• Homes are built as a result of the industry</li> </ul>

<b>What?</b>	<ul style="list-style-type: none"> <li>• Establish incentives for new businesses</li> </ul>
<b>Why?</b>	<ul style="list-style-type: none"> <li>• Increase assessment base</li> <li>• Encourage population growth</li> </ul>
<b>Who?</b>	<ul style="list-style-type: none"> <li>• Staff and Council develop incentives</li> <li>• Contact and develop a relationship with a developer or realtor</li> </ul>
<b>Where?</b>	<ul style="list-style-type: none"> <li>• In built-up areas where there is access to services such as gas, Internet, water and sewer</li> </ul>
<b>When?</b>	<ul style="list-style-type: none"> <li>• Embark now on a five-year plan</li> </ul>
<b>How?</b>	<ul style="list-style-type: none"> <li>• Make contact with the developer or real estate agent</li> <li>• Develop a specific policy for incentives</li> </ul>



<b>Resources?</b>	<ul style="list-style-type: none"> <li>• Main Street grant</li> <li>• Sarnia Lambton Economic Partnership involvement</li> <li>• Regularly monitor plan and adjust as necessary</li> </ul>
<b>Success?</b>	<ul style="list-style-type: none"> <li>• Welcome three new businesses within three years</li> <li>• Witness no losses in current businesses</li> </ul>

## 2. Invest in Community Infrastructure

<b>What?</b>	<ul style="list-style-type: none"> <li>• Prioritize community infrastructure</li> </ul>
<b>Why?</b>	<ul style="list-style-type: none"> <li>• Create a positive plan upon which to focus and move forward</li> <li>• More efficient</li> <li>• Community focus</li> <li>• Spend dollars more wisely</li> <li>• Helps with budgeting</li> <li>• Meets legislative requirements</li> <li>• Puts all the issues on the table, e.g. accessibility requirements, population needs, community work focus</li> </ul>
<b>Who?</b>	<ul style="list-style-type: none"> <li>• Administration</li> </ul>
<b>Where?</b>	<ul style="list-style-type: none"> <li>• Brooke-Alvinston Inwood Community Centre and grounds</li> </ul>
<b>When?</b>	<ul style="list-style-type: none"> <li>• According to legislation, e.g. accessibility</li> <li>• When funding allows</li> </ul>
<b>How?</b>	<ul style="list-style-type: none"> <li>• Apply for funding</li> <li>• Identify steps and stages an action plan</li> <li>• Ensure that projects are neutral, not “ours” or “theirs”</li> </ul>
<b>Resources?</b>	<ul style="list-style-type: none"> <li>• Funding opportunities</li> <li>• Budget allowances</li> <li>• Reserves</li> <li>• Accessibility funding</li> <li>• Ontario Trillium Foundation</li> <li>• Community groups</li> <li>• Foundation</li> </ul>
<b>Success?</b>	<ul style="list-style-type: none"> <li>• Everyone in the community is happy!</li> </ul>

### 3. Market Our Municipality

<b>What?</b>	<ul style="list-style-type: none"> <li>• Market our municipality featuring fiber optics and our Sydenham River as a natural resource</li> </ul>
<b>Why?</b>	<ul style="list-style-type: none"> <li>• Brings more business and residences</li> <li>• Increases the tax base</li> </ul>
<b>Who?</b>	<ul style="list-style-type: none"> <li>• Staff and Council</li> <li>• Business Improvement Association</li> </ul>
<b>Where?</b>	<ul style="list-style-type: none"> <li>• In built-up areas of Alvinston and Inwood</li> </ul>
<b>When?</b>	<ul style="list-style-type: none"> <li>• Immediately; it has to happen now while we have the advantage</li> </ul>
<b>How?</b>	<ul style="list-style-type: none"> <li>• Advertise</li> <li>• Engage with partners, e.g. Brooke Telecom</li> </ul>
<b>Resources?</b>	<ul style="list-style-type: none"> <li>• Resources from Council</li> </ul>
<b>Success?</b>	<ul style="list-style-type: none"> <li>• New businesses</li> <li>• New families in the community</li> </ul>

<b>What?</b>	<ul style="list-style-type: none"> <li>• Encourage, promote and advertise for families and businesses to come here</li> </ul>
<b>Why?</b>	<ul style="list-style-type: none"> <li>• Brings new ideas, thoughts, arts, specialty groups</li> <li>• Helps local business</li> <li>• Supports the service clubs</li> <li>• Generates more dollars</li> <li>• Increases school enrollment</li> </ul>
<b>Who?</b>	<ul style="list-style-type: none"> <li>• Administration</li> <li>• Sarnia Lambton Economic Partnership (SLEP)</li> <li>• Service groups</li> </ul>
<b>Where?</b>	<ul style="list-style-type: none"> <li>• Municipality-wide</li> </ul>
<b>When?</b>	<ul style="list-style-type: none"> <li>• Start immediately</li> </ul>
<b>How?</b>	<ul style="list-style-type: none"> <li>• Present an open house during Canada Day weekend for immigrants</li> <li>• Advertise positively, e.g. low taxes, family-friendly, low crime, service clubs, progressive fire departments, proximity to schools and 402 Highway</li> </ul>
<b>Resources?</b>	<ul style="list-style-type: none"> <li>• Budget for promotion of Brooke-Alvinston</li> <li>• Attend immigrant events</li> </ul>
<b>Success?</b>	<ul style="list-style-type: none"> <li>• New infrastructure, e.g. homes</li> <li>• Addition to school</li> </ul>

#### 4. Practice Inclusive Fiscal Responsibility

<b>What?</b>	<ul style="list-style-type: none"> <li>• A evaluate the cost/benefit of each service</li> </ul>
<b>Why?</b>	<ul style="list-style-type: none"> <li>• Save money</li> <li>• Do not provide services for cost outweighs benefit</li> </ul>
<b>Who?</b>	<ul style="list-style-type: none"> <li>• Staff really provides report to Council and potential cost savings and potential benefit or loss of benefit</li> </ul>
<b>Where?</b>	<ul style="list-style-type: none"> <li>• Start with the small items over which we have control, e.g. insurance, water and sewer operations and expand into larger items</li> </ul>
<b>When?</b>	<ul style="list-style-type: none"> <li>• Start now</li> <li>• Tackle over the next three years as time permits</li> <li>• Continually evaluate</li> </ul>
<b>How?</b>	<ul style="list-style-type: none"> <li>• Initiate track progress daily</li> <li>• Mayor Don act as a champion for this initiative</li> </ul>
<b>Resources?</b>	<ul style="list-style-type: none"> <li>• Mayor and Councillors dedicate time to this project</li> </ul>
<b>Success?</b>	<ul style="list-style-type: none"> <li>• Improve bottom line</li> <li>• Budget less than last year</li> </ul>

#### 5. Encourage Innovation

<b>What?</b>	<ul style="list-style-type: none"> <li>• Try new things, take risks!</li> </ul>
<b>Why?</b>	<ul style="list-style-type: none"> <li>• Need to think outside the box</li> <li>• Save money</li> <li>• Realize efficiencies</li> </ul>
<b>Who?</b>	<ul style="list-style-type: none"> <li>• Staff bring recommendations to Council</li> <li>• Involve community groups for fresh ideas</li> </ul>
<b>Where?</b>	<ul style="list-style-type: none"> <li>• Across the whole municipality, everything is on the table</li> </ul>
<b>When?</b>	<ul style="list-style-type: none"> <li>• Start now</li> <li>• Ongoing project without an end for continuous improvement</li> </ul>
<b>How?</b>	<ul style="list-style-type: none"> <li>• Hold regular brainstorming sessions</li> <li>• Talk with other municipalities</li> <li>• Implement ideas</li> </ul>
<b>Resources?</b>	<ul style="list-style-type: none"> <li>• Seminars to learn from others</li> <li>• Ontario Clean Water Agency, LAS and others</li> <li>• Work with Bluewater Power, etc.</li> </ul>
<b>Success?</b>	<ul style="list-style-type: none"> <li>• New ideas, plans and cost savings are realized</li> </ul>

## 6. Support Community Groups

<b>What?</b>	<ul style="list-style-type: none"> <li>• Increase communication between volunteer groups</li> <li>• Town Hall meetings with all service clubs including the Fire Association</li> </ul>
<b>Why?</b>	<ul style="list-style-type: none"> <li>• So everyone works together towards the goal</li> <li>• Brainstorming for future goals</li> <li>• Shows a strong community</li> <li>• Encourages more involvement</li> <li>• Promotes open dialogue</li> </ul>
<b>Who?</b>	<ul style="list-style-type: none"> <li>• Chairs of all service groups to invite members</li> </ul>
<b>Where?</b>	<ul style="list-style-type: none"> <li>• Across Brooke-Alvinston</li> </ul>
<b>When?</b>	<ul style="list-style-type: none"> <li>• Now!</li> </ul>
<b>How?</b>	<ul style="list-style-type: none"> <li>• Hold an appreciation event annually or an annual general meeting</li> <li>• Community service club newsletters identifying highlights, potential projects and issues</li> </ul>
<b>Resources?</b>	<ul style="list-style-type: none"> <li>• Support and knowledge of others</li> <li>• Open communication</li> </ul>
<b>Success?</b>	<ul style="list-style-type: none"> <li>• Warm and fuzzy feelings in a cohesive community</li> </ul>

## 7. Improve Effective Communication

<b>What?</b>	<ul style="list-style-type: none"> <li>• Better communication to the community to let people know what is happening</li> </ul>
<b>Why?</b>	<ul style="list-style-type: none"> <li>• Lets all the community know what's going on</li> <li>• Promotes important meetings and events</li> <li>• Needed standard method so people know where to find information</li> <li>• Increase attendance</li> </ul>
<b>Who?</b>	<ul style="list-style-type: none"> <li>• Administration and group leaders</li> </ul>
<b>Where?</b>	<ul style="list-style-type: none"> <li>• Municipality-wide</li> </ul>
<b>When?</b>	<ul style="list-style-type: none"> <li>• Now!</li> </ul>
<b>How?</b>	<ul style="list-style-type: none"> <li>• Utilize service group newsletters</li> <li>• Engage social media</li> <li>• Generate standard posts</li> </ul>
<b>Resources?</b>	<ul style="list-style-type: none"> <li>• Word-of-mouth</li> <li>• Modest social media fees</li> </ul>
<b>Success?</b>	<ul style="list-style-type: none"> <li>• 100% attendance</li> </ul>

### Personal Commitments: "If it is to be, it is up to me!"

Bryan Boyle reminded the participants of an age-old adage: "If it is to be, it is up to me". He suggested to all the participants in the room that they are all in a position to ensure a strong and vibrant future for Brooke-Alvinston. As a result, the following individual personal commitments were shared by participants.

I will:

- encourage the next farming generation (x2)
- develop new agricultural ideas
- continue to expand value-added crops and provide value to community growers through expansion
- as parents make it possible for the next generation to farm
- continue to question the Township Council on each line item at budget time to see if it is really necessary to still spend that much even if we have always done it
- provide better financial reports to the taxpayers
- attend more Council meetings and offer feedback
- become mayor
- bring in new business
- find a developer and promote new home building
- help pay for some of the natural gas line to service our area to ensure a vibrant agriculture
- supply natural gas to help businesses
- buy local and support community groups
- continue, increase and coordinate volunteer efforts
- be vocal and promote our community
- volunteer more and encourage others to do the same
- volunteer more and become more involved in the community
- encourage a positive attitude about Brooke-Alvinston
- volunteer and support community groups
- encourage and ask people to support the fall fair and programs for youth
- promote and talk to people about our fall fair
- spend any of my extra money left over in the community
- market the community to others
- encourage medical professionals to practice here
- continue to support the arena project
- try to promote the municipality to gain advantages from the new NOVA plant being built in Sarnia
- continue to work with the Optimist Club on the "Raise the Roof Project"
- renovate homes to make the community look better

- improve the lighting on Main Street
- develop a plan so older buildings on Main Street could lead to an improved overall look
- seek new forms of recreation for which we can fundraise, e.g. splash pad, new climbers
- provide more activities for young people to participate in
- encourage innovation

### **Summary of the Workshop**

The workshop was a productive event, where the participants were very engaged. Through their valued input, the stakeholders present took an important step in providing input to a potential strategic and economic plan for Brooke-Alvinston.