



VILLE DE LAC-BROME  
TOWN OF BROME LAKE

# Town of Brome Lake

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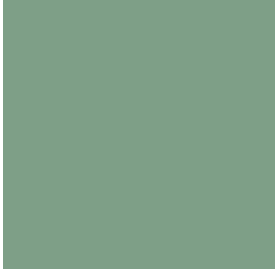
# Strategic Plan



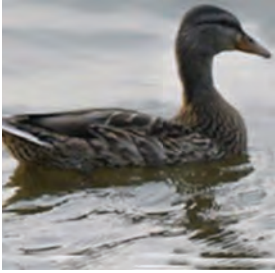
2015

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2020



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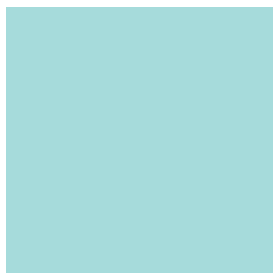
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# Word from the Mayor



Dear Friends,



Welcome to this edition of Town of Brome Lake's Strategic Plan. This is a very important document and I am proud to present it to you. It is the result of a complex process involving a thorough assessment of everything that the Town currently does and what we believe will have to be developed to address the issues that will confront us in the future.

A wide range of contributors have participated in its preparation, including the Town Council members, the various departments of the Town's government and the numerous citizens who expressed their views on it informally or during the consultation meetings that were held in the spring. I want to express warm thanks to all of them and to Mrs. Louise Morin, who skillfully and patiently steered the project through many meetings with the Town Council and involved citizens.

It is often said that governing is choosing. I completely agree. But governing a city like ours involves the eye and the ear as well, for every day, we must keep our ear to the ground and our eyes focused on what's coming up. We have carried out the preparation of this Strategic Plan in this frame of mind.

A number of key ideas from previous plans have found their way into this document, including those from Imagination, Rue Principale or the 2013 Master Plan. However, this Plan is a major milestone for Town of Brome Lake. In it we have expressed a vision adapted to today's reality. Above all, we have used it to develop a detailed work plan that will guide the Town's activities for the next five years and, I am convinced, well beyond this Council's current mandate.

Our Strategic Plan is at once bold and realistic, reflecting two of our community's greatest strengths. It will help our administration become more proactive than reactive and will require that we inform the population constantly about its progress. Indeed, through the implementation of this plan, our main challenge will be to maintain our firm commitment to observe fiscal responsibility and respect our community's capacity to pay.

I am sure that we will succeed. We can count on a team of competent and motivated employees and our population shares our vision that Town of Brome Lake must remain the place where you want to live.

Richard Burcombe, Mayor, Town of Brome Lake





# Vision



Town of Brome Lake is a dynamic, innovative and forward-looking city, at once inspired by its beautiful natural landscapes, its historical heritage and the enduring complicity that unites the country's two founding cultures.

Town of Brome Lake is also a prosperous, pleasant and attractive city, a source of pride for its citizens and envy for those that do not yet live there. It is very committed to the protection of the environment and its magnificent lake, the cornerstone of its quality of life. It is recognized, by residents and visitors, as a rich and diversified cultural centre, a stimulating recreation environment and an exciting ecotourism destination.

To every age group, from cradle to grave, Town of Brome Lake provides high quality services because it is well managed. Indeed, everyone can recognise that the Council, the Town's administration and concerned citizens work together in the public interest.

Above all, Town of Brome Lake is the place where you want to live, with a wealth of creative citizens fully engaged in their community and prepared to contribute their talent to further the city's development.



# Mission



Town of Brome Lake strives to provide a high quality living environment and effective services that respond to the needs of the community and are financially sustainable.





# The Town Council's Values and Commitment



**From top to bottom, and from left to right:**  
Richard Burcombe, Mayor, Robert Laflamme, Councillor, Bondville / Fulford, Karine Fortin, Councillor, Foster, Thomas McGovern, Councillor, East Hill, Lee Patterson, Councillor, Knowlton / Victoria, Louise Morin, Councillor, Knowlton / Lakeside and Ronald Myles, Councillor, West-Brome / Iron Hill.

**Leadership**

**Dynamism**

**Listening**

**Collegiality**

**Transparency**

**Fairness**

**Bilingualism**

The Town Council wishes that the vision, the mission, the values and the actions expressed in this Strategic Plan lead to practical achievements and last beyond its current mandate. To this end, the Council will mandate the Administration to translate it into operating plans with measurable performance indicators so that the population can be informed regularly about its progress.

The Council is committed to maintain at all times a rigorous governance framework so that it can provide to all citizens high quality services at a fair cost.



# 5 Major Development Goals



The actions outlined in this Strategic Plan are linked to five major development goals which the Town must consider as priorities in the next five years.

**Modernizing** municipal infrastructures

**Strengthening** economic and demographic development

**Broadening** quality of life

**Protecting** the environment and Brome Lake

**Solidifying** the Town's governance and institutional relations



# MODERNIZING MUNICIPAL INFRASTRUCTURES



This issue covers three types of infrastructure: the water and domestic sewer system; road and sidewalk maintenance; and the construction and maintenance of dams and municipal buildings.

Built in some cases several decades ago, the Town's infrastructures are often pushed to the limit and no longer meet today's demands. This inconveniences the population and severely hampers the Town's development.

Drinking water illustrates this point. The technical problems that affected our supplies and the periods of restriction that followed have been major irritants for the population served by the Town's system. The actions that were launched in 2014 must be continued so that residents can at all times enjoy quality drinking water, an essential condition for the development our Town greatly needs.

Road and sidewalk maintenance is a priority for the Town Council and the whole population as well. The details of this vast project are already outlined for the coming years in the Operating Plan for Municipal Infrastructures. Major maintenance and repair work must also be carried out sooner or later on two of the Town's dams.

Finally, several of the Town's buildings are in need of refurbishment. That is the case for City Hall and the Fire Station. For the latter, a re-evaluation of its location will be necessary as well. Several recreation facilities must be upgraded or rebuilt. This project will take several years to complete and will have to be adapted to the needs of each of the Town's villages.

On this fundamental issue, the main objective of this Strategic Plan is to provide quality infrastructures that meet the population's expectations and are in line with current standards of excellence.



# Goal 2

## STRENGTHENING ECONOMIC AND DEMOGRAPHIC DEVELOPMENT



Despite the fact that Town of Brome Lake is home to two of the MRC's largest employers (KDC and Brome Lake Ducks), the Town's economic growth remains weak and the lack of suitable land for new industrial facilities severely limits the prospect of future development. In addition, a high proportion of workers in local businesses do not live in the town. Managers regret this situation and consider it a potential obstacle to their competitiveness.

Demographic growth, while strong from 1996 to 2001, has been very weak since and will likely remain so for several years to come. At 53.3, the median age is already significantly higher than Quebec's (41.4) and rising more rapidly. The age group over 65 accounts for 27% of the Town's population (the Quebec average is 15.9%). Reversing this trend is essential if the Town is to continue providing the current level of services at an acceptable cost.

The greatest potential for economic and demographic development comes from tourism and housing. However, both need to be revitalized. Even though housing development is hampered by the price of real estate and the lack of suitable land, several projects are currently on the drawing board. Town officials maintain close contacts with the developers to ensure that the planned housing units can be sold at affordable prices. The volume of tourism is growing and this trend must be supported by concrete actions highlighting the Town's assets.

A large majority consider it a priority to revitalize downtown Knowlton, the main focal point of commercial activity. New facilities must be developed to embellish it and increase the number of visitors.

Once thriving, agriculture is currently in a sharp downturn and farmers who are still active have great difficulty in finding someone to take over the family business. Despite its decline, farming continues and gives the Town a rural cachet that should be used as an asset. Among the avenues that can be developed, agritourism appears promising.

Finally, it will be important to redefine the Town's brand to improve its promotional value and its attractiveness for new residents and tourists.



## BROADENING QUALITY OF LIFE



An enviable quality of life has always been one of the Town's major assets. It is best exemplified in its character as a rural village bordering a beautiful lake, its rich architectural and historical heritage and its vast potential for recreational and outdoor activities. Developing these attributes will be crucial in upcoming years when the demographic challenge currently faced by the Town will make it imperative to attract new residents. That is why preserving and improving quality of life are essential components of its future development.

Increasing access to the lake for everyone is central to this issue. Concrete measures must therefore be considered including an analysis of the potential for expansion of the beaches and a revision of their design.

The availability of modern facilities for recreational and outdoor activities contributes strongly to a town's quality of life and to its attractiveness for new residents. Town of Brome Lake must therefore make it a priority to broaden year-round recreational services and upgrade ageing sports and leisure facilities.

The Town must continue its support for culture as well. Several cultural institutions play a major role in community life and events such as Word Fest and Les Printemps Meurtriers have acquired a stature that positions the Town as an important artistic crossroad in all of Quebec. It is also essential to act on the desire expressed by a large majority of residents from all corners of the municipality to preserve its architectural heritage, an essential component of quality of life.

Finally, broadening services for seniors and young families will be crucial in the coming years. It will also be important to heighten each village's sense of belonging to the whole town.



## PROTECTING THE ENVIRONMENT AND BROME LAKE



An overwhelming majority of citizens express strong concern for the environment and the protection of the lake and wetlands. This concern is not only a reflection of growing environmental awareness in all modern societies. It also reflects the fact that an important portion of the Town's territory (7%) is covered by wetlands and that traditionally, the quality of its environment and its lake has been one of the municipality's main assets. For the community, the challenge is to continue enjoying the benefits of an exceptionally rich local environment without damaging it. On this broad issue, the Town's activities will be based on the following priorities.

The first priority will be to minimize the problem of overflow from the sewage system. To address this issue, the Town must take concrete measures in the short and medium term.

In the coming years, the Town will also have to tighten its management of runoff water. This will mean installing new equipment and reviewing current policies on the protection of surface and ground water.

The alteration of natural shorelines is another important environmental issue. To prevent it, the Town will have to increase the protection of buffer strips along the lake, waterways and wetlands and limit activities likely to harm the natural environment in these sensitive zones.

Special emphasis must be put on promoting responsible use of the lake by the population. Awareness programs already in place must be intensified so that citizens become more motivated to do their part to protect this essential resource.

Finally, steps must be taken to modernize the management of residual material.



# Goal 5

## SOLIDIFYING THE TOWN'S GOVERNANCE AND INSTITUTIONAL RELATIONS



This section covers the management of the Town's human and financial resources as well as public communications. It also includes public safety, fire prevention and relations with Government organizations and neighbouring municipalities.

The Town's financial situation is generally healthy. Its taxation level is comparable to that in the rest of the MRC and its debt load is well below the regional and provincial averages. However, the average tax burden of residents and the weak population growth, if it continues, will limit the Town's revenues at a time when important investments must be made to upgrade ageing infrastructures. In such a context, the Town will have to define and implement two important policies, one regarding debt management and the other on budget surpluses. It will also be essential to find sources of revenue other than taxation.

To provide services to the population, the Town employs some thirty full-time civil servants to whom it strives to offer quality working conditions. Although they are not regular Town employees, firemen and first responders play a critical role as well and it is essential to value their work in order to attract a new generation within their ranks. It is also very important to recognize in a visible way the vital contribution of volunteers who, on a daily basis, devote their time and energy to community organizations. The Town will also strive to respond to the wishes of its many expert residents who want to contribute, as volunteers, to the realization of major projects.

The Town's public communications must be better structured as well. This should be done through a communications plan describing the Council's and the Administration's policy directions and actions with the overall objective of preserving a high level of citizen participation in the life of the community.

Protecting public safety is at the heart of this challenge. The standards and effectiveness of firefighting measures will need to be improved. This will involve updating the Town's regulation and risk planning. Police services, currently under the responsibility of the Sûreté du Québec, are criticized by many and strong concern is expressed as well



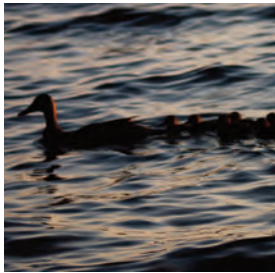
# Goal 5



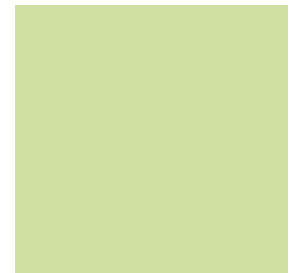
with respect to loitering and vandalism in parks and the enforcement of speed limits on roads. Finally, the provision of safety lanes for cyclists or pedestrians should be included in the upcoming road repair projects.

Reaching the town's goals will be conditioned in part by the contribution of Quebec Government agencies, the MRC and neighbouring towns. Maintaining positive relations with these essential partners must therefore be treated as a priority.





**Modernizing**  
**Strengthening**  
**Broadening**  
**Protecting**  
**Solidifying**





# Action Plan



This 2015-2020 Strategic Plan will be implemented through an Action Plan addressing five major goals:

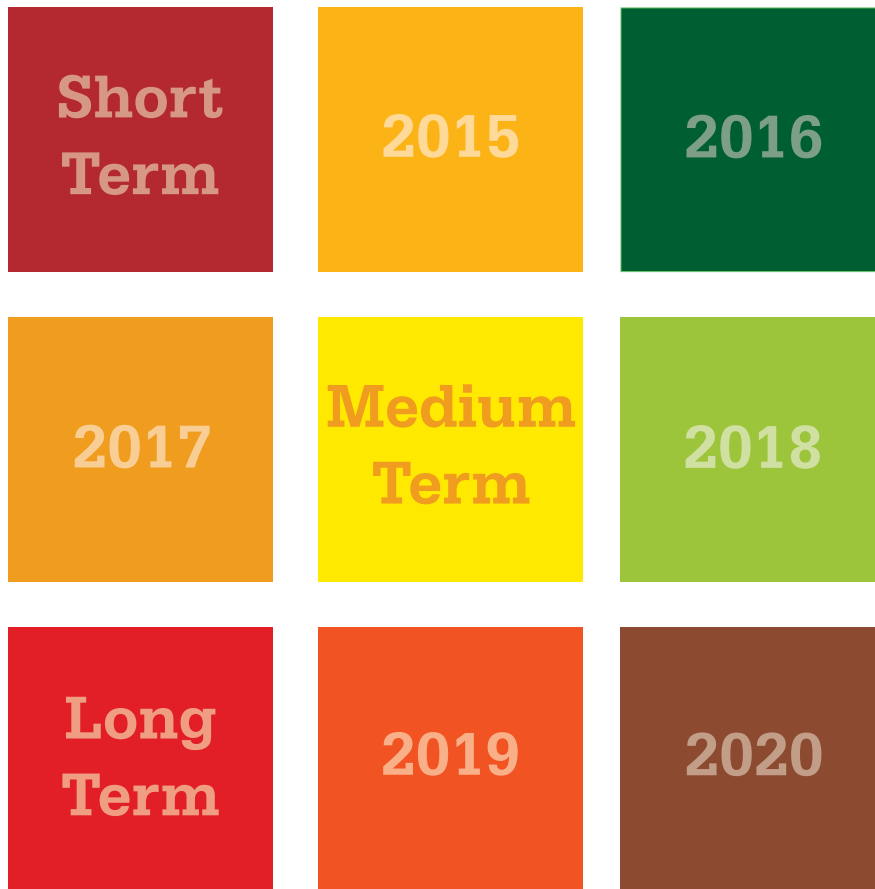
**Modernizing** municipal infrastructures

**Strengthening** economic and demographic development

**Broadening** quality of life

**Protecting** the environment and Brome Lake

**Solidifying** the Town's governance and institutional relations







# Time Frame



The time frame for implementing the Plan covers five years and each action is situated on the following scale<sup>(\*)</sup>:

## **Short Term:**

Action to be completed before 2017;

## **Medium Term:**

Action to be completed before 2019;

## **Long Term:**

Action to be completed after 2019.

<sup>(\*)</sup> Activities checked in red (✓) will be considered as top priorities.



# MODERNIZING MUNICIPAL INFRASTRUCTURES

• **Action 1: Provide at all times enough safe drinking water to meet the community’s needs and support future housing development**

Commission the Jolibourg well and the great infiltration gallery.

Conduct exploratory drilling to put into production a new underground supply of drinking water.

Develop and implement a strategy to save drinking water using consumption modulated pricing.

Install the equipment required to eliminate manganese.

Increase promotion for existing savings programs and implement them more strictly.

• **Action 2: Carry out the rehabilitation work needed on the Town's infrastructures**

Repair roads according to the priorities defined in the Operating Plan for Municipal Infrastructures.

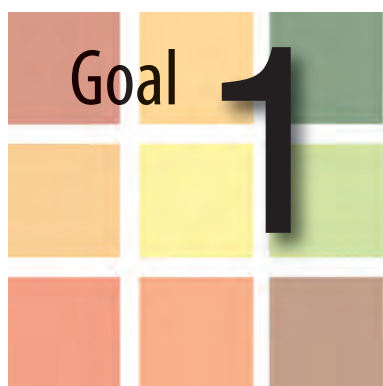
Continue sidewalk improvements and conclude an agreement with the MTQ for work to be completed in 2016 along Highway 104.

Rebuild the water and domestic sewer system where needed on Victoria Street, Lakeside Street, Knowlton Road and the Rockhill sector.

Upgrade drinking water filtration and waste water treatment for the West Brome mobile home park in a way which respects tax fairness.

	Short Term	Medium Term	Long Term
• <b>Action 1: Provide at all times enough safe drinking water to meet the community’s needs and support future housing development</b>			
<input type="checkbox"/> Commission the Jolibourg well and the great infiltration gallery.	✓		
<input type="checkbox"/> Conduct exploratory drilling to put into production a new underground supply of drinking water.	✓		
<input type="checkbox"/> Develop and implement a strategy to save drinking water using consumption modulated pricing.	✓		
<input type="checkbox"/> Install the equipment required to eliminate manganese.	✓		
<input type="checkbox"/> Increase promotion for existing savings programs and implement them more strictly.	✓	✓	✓
• <b>Action 2: Carry out the rehabilitation work needed on the Town's infrastructures</b>			
<input type="checkbox"/> Repair roads according to the priorities defined in the Operating Plan for Municipal Infrastructures.	✓	✓	✓
<input type="checkbox"/> Continue sidewalk improvements and conclude an agreement with the MTQ for work to be completed in 2016 along Highway 104.	✓		
<input type="checkbox"/> Rebuild the water and domestic sewer system where needed on Victoria Street, Lakeside Street, Knowlton Road and the Rockhill sector.		✓	
<input type="checkbox"/> Upgrade drinking water filtration and waste water treatment for the West Brome mobile home park in a way which respects tax fairness.	✓		

Table 1 continues on next page ▶



• **Action 3: Carry out maintenance and rehabilitation work on the Town's buildings, dams and recreation facilities**

- Develop a reconstruction plan for the Blackwood Dam, define estimates and consult the population on the project.
- Complete repairs to the Foster Dam according to the plan defined with the MDDELCC and automate the floodgates in order to better control the lake's level and flow required by the contract with Bromont.
- Carry out the plan to renovate City Hall.
- Study the relocation of the Fire Station and prepare the project's estimates.
- Modernize the recreation infrastructures in each village.

	Short Term	Medium Term	Long Term
<input type="checkbox"/> Develop a reconstruction plan for the Blackwood Dam, define estimates and consult the population on the project.	✓		
<input type="checkbox"/> Complete repairs to the Foster Dam according to the plan defined with the MDDELCC and automate the floodgates in order to better control the lake's level and flow required by the contract with Bromont.	✓		
<input type="checkbox"/> Carry out the plan to renovate City Hall.		✓	
<input type="checkbox"/> Study the relocation of the Fire Station and prepare the project's estimates.		✓	
<input type="checkbox"/> Modernize the recreation infrastructures in each village.			✓





# STRENGTHENING ECONOMIC AND DEMOGRAPHIC DEVELOPMENT

• **Action 4: Support the construction of at least 125 housing units**

- Design incentives for affordable housing projects to attract new residents, especially employees in local businesses.
- Obtain authorization from the MAMOT to expand the urban perimeter in Foster and, when authorized, build a water and domestic sewer system in the sector.

• **Action 5: Increase the number of tourists visiting Town of Brome Lake**

- Define and implement a tourism development plan coordinated with Tourism Brome-Missisquoi and create a permanent position devoted to tourism promotion.
- Stimulate the organization of events (sports, culture, recreation, etc.) aimed at tourists and residents in all seasons.
- Produce original guides and city tours for tourists.
- Promote tourism systematically, emphasizing events and activities which can attract visitors.
- Upgrade the tourism booth downtown and improve the quality of its information service.
- Install signs indicating commercial and institutional points of interest for tourists.
- Complete the Town's existing network of hiking trails and connect it to the provincial networks.
- Identify and organize new ways to use the lake as a tourist attraction (sailing, paddleboard, catamaran, etc.).

	Short Term	Medium Term	Long Term
<input type="checkbox"/> Design incentives for affordable housing projects to attract new residents, especially employees in local businesses.	✓		
<input type="checkbox"/> Obtain authorization from the MAMOT to expand the urban perimeter in Foster and, when authorized, build a water and domestic sewer system in the sector.	✓	✓	✓
<input type="checkbox"/> Define and implement a tourism development plan coordinated with Tourism Brome-Missisquoi and create a permanent position devoted to tourism promotion.	✓		
<input type="checkbox"/> Stimulate the organization of events (sports, culture, recreation, etc.) aimed at tourists and residents in all seasons.	✓	✓	✓
<input type="checkbox"/> Produce original guides and city tours for tourists.	✓		
<input type="checkbox"/> Promote tourism systematically, emphasizing events and activities which can attract visitors.	✓	✓	✓
<input type="checkbox"/> Upgrade the tourism booth downtown and improve the quality of its information service.	✓		
<input type="checkbox"/> Install signs indicating commercial and institutional points of interest for tourists.	✓	✓	✓
<input type="checkbox"/> Complete the Town's existing network of hiking trails and connect it to the provincial networks.		✓	
<input type="checkbox"/> Identify and organize new ways to use the lake as a tourist attraction (sailing, paddleboard, catamaran, etc.).	✓	✓	✓

Table 2 continues on next page

# Goal 2

	Short Term	Medium Term	Long Term
<ul style="list-style-type: none"> <li>• <b>Action 6: Revitalize downtown Knowlton</b></li> </ul>			
<input type="checkbox"/> Demolish the old municipal garage and decontaminate the site.	✓		
<input type="checkbox"/> Carry out a comprehensive plan to develop downtown Knowlton, including the relocation of the farmer's market, the site of the old municipal garage, the Mills Pond, the Coldbrook Park and the zone located between the St-Edouard Catholic Church and the Rona.	✓	✓	✓
<input type="checkbox"/> Evaluate the need and the feasibility of burying electric cables along Lakeside Road, between Victoria Street and Knowlton Road, and on Knowlton Road, between KDC and the Knowlton Pub.		✓	
<input type="checkbox"/> Support Brome Lake Ducks' planned interpretation centre in downtown Knowlton and include in it a component on our territory's biodiversity.		✓	
<ul style="list-style-type: none"> <li>• <b>Action 7: Assert more strongly the Town's personality and attractiveness</b></li> </ul>			
<input type="checkbox"/> Define the Town's brand emphasizing quality of life, culture and outdoor recreation and incorporate it in all the Town's operations.	✓		
<ul style="list-style-type: none"> <li>• <b>Action 8: Compensate for the decline of traditional agriculture</b></li> </ul>			
<input type="checkbox"/> Make representations to obtain a reduction of the Town's area currently zoned agricultural.		✓	
<input type="checkbox"/> Carry out a study on the development of forestry (including plantations) and the potential of agritourism in the Town (tours centered on gastronomy, vineyards, staying on a farm, etc.).		✓	
<input type="checkbox"/> Promote the Quebec reforestation program.		✓	
<ul style="list-style-type: none"> <li>• <b>Action 9: Maintain an environment favourable to existing industries and businesses</b></li> </ul>			
<input type="checkbox"/> Mandate a Town's representative to maintain an effective communications channel with industries and businesses.	✓		



# BROADENING QUALITY OF LIFE

• **Action 10: Increasing access to the lake for the population**

- Evaluate the potential for broadening Douglass Beach’s perimeter.
- Improve the design of the Tiffany Site.
- Make a list of all public sites where access to the lake is possible and evaluate them.

• **Action 11: Broaden year-round recreational services**

- Conduct the second phase of public consultation on the project for an indoor aquatic centre and, if it is approved by the population, carry-out the project.
- Complete a four-season linear trails park connecting Foster to Knowlton.
- Provide recreational activities on the lake (skating, fishing, canoeing, kayaking, etc.).
- Build a skate park.

• **Action 12: Ensure the preservation and development of the Town’s architectural heritage**

- Conduct a detailed inventory and an evaluation of heritage buildings.
- Highlight the area comprising the Town Hall, the Old Court House, Saint Paul’s Church, The Old Knowlton Academy, the Pettes Library, the old Fire Station and the Museum, the Centennial Building and the Paul Holland Knowlton House.

	Short Term	Medium Term	Long Term
• <b>Action 10: Increasing access to the lake for the population</b>			
<input type="checkbox"/> Evaluate the potential for broadening Douglass Beach’s perimeter.		✓	
<input type="checkbox"/> Improve the design of the Tiffany Site.		✓	
<input type="checkbox"/> Make a list of all public sites where access to the lake is possible and evaluate them.		✓	
• <b>Action 11: Broaden year-round recreational services</b>			
<input type="checkbox"/> Conduct the second phase of public consultation on the project for an indoor aquatic centre and, if it is approved by the population, carry-out the project.		✓	
<input type="checkbox"/> Complete a four-season linear trails park connecting Foster to Knowlton.	✓	✓	✓
<input type="checkbox"/> Provide recreational activities on the lake (skating, fishing, canoeing, kayaking, etc.).	✓		
<input type="checkbox"/> Build a skate park.	✓		
• <b>Action 12: Ensure the preservation and development of the Town’s architectural heritage</b>			
<input type="checkbox"/> Conduct a detailed inventory and an evaluation of heritage buildings.	✓		
<input type="checkbox"/> Highlight the area comprising the Town Hall, the Old Court House, Saint Paul’s Church, The Old Knowlton Academy, the Pettes Library, the old Fire Station and the Museum, the Centennial Building and the Paul Holland Knowlton House.			✓

Table 3 continues on next page ▶



	Short Term	Medium Term	Long Term
<ul style="list-style-type: none"> <li>• <b>Action 13: Maintain the Town's support for culture and for specific events</b></li> </ul>			
<ul style="list-style-type: none"> <li><input type="checkbox"/> Update the Town's Cultural Policy to improve support to institutions and cultural events.</li> </ul>	✓		
<ul style="list-style-type: none"> <li><input type="checkbox"/> Create a consultation committee and produce a calendar of activities in order to establish new synergies between institutions and events.</li> </ul>	✓	✓	✓
<ul style="list-style-type: none"> <li><input type="checkbox"/> Support the organization of conferences on current issues in partnership with Bishop University.</li> </ul>		✓	
<ul style="list-style-type: none"> <li>• <b>Action 14: Provide services adapted to the needs of all age groups</b></li> </ul>			
<ul style="list-style-type: none"> <li><input type="checkbox"/> Obtain the «Age-Friendly City» certification and improve services currently provided to seniors; if needed, broaden them with new equipment, specialized information material or fitness activities, etc.</li> </ul>		✓	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Start discussions with the Town's physicians to implement a system of house calls.</li> </ul>			✓
<ul style="list-style-type: none"> <li><input type="checkbox"/> Make representations to the School Board to obtain that all children be admissible to both Town's schools.</li> </ul>	✓		
<ul style="list-style-type: none"> <li><input type="checkbox"/> Upgrade the Town's Family Policy.</li> </ul>	✓		
<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure the sustainability of District 270, the program for teenagers.</li> </ul>	✓		
<ul style="list-style-type: none"> <li><input type="checkbox"/> Support the development of day care services.</li> </ul>	✓	✓	✓
<ul style="list-style-type: none"> <li><input type="checkbox"/> Obtain the « Child-Friendly City » certification.</li> </ul>		✓	
<ul style="list-style-type: none"> <li>• <b>Action 15: Develop the villages' sense of belonging to the whole Town</b></li> </ul>			
<ul style="list-style-type: none"> <li><input type="checkbox"/> Implement an action plan emphasizing cultural and recreational activities as a means of fostering interaction between the Town's villages.</li> </ul>	✓	✓	✓



# PROTECTING THE ENVIRONMENT AND BROME LAKE

• **Action 16: Minimize waste water overflow into the lake**

- Install a flow meter to measure the amount of waste water reaching the lake in the event of sewage overflow.
- With the help of a specialized firm, implement measures to minimize overflow into the lake.
- Create a program to monitor gutters and other sources of overflow into the municipal sewer system.

• **Action 17: Implement measures to prevent lake contamination by runoff water**

- Build storm water management facilities at Douglass Beach.
- Implement the Storm Water Equipment Maintenance Plan (storm basins, rain gardens, etc.).
- Upgrade and implement the action plan on cyanobacteria.

• **Action 18: Increase the protection of buffer strips along the lake, waterways and wetlands**

- Monitor closely all septic tanks in buffer strip protection zones.
- Enforce systematically the regulation prohibiting lawn mowing in buffer strips along the lake.
- Incorporate in municipal regulations the MRC guidelines on shorelines.
- Implement a regulation forbidding composting and the disposition of leaves, branches and lawn clippings along shorelines.

	Short Term	Medium Term	Long Term
<input type="checkbox"/> Install a flow meter to measure the amount of waste water reaching the lake in the event of sewage overflow.	✓		
<input type="checkbox"/> With the help of a specialized firm, implement measures to minimize overflow into the lake.	✓		
<input type="checkbox"/> Create a program to monitor gutters and other sources of overflow into the municipal sewer system.	✓		
<b>• Action 17: Implement measures to prevent lake contamination by runoff water</b>			
<input type="checkbox"/> Build storm water management facilities at Douglass Beach.	✓		
<input type="checkbox"/> Implement the Storm Water Equipment Maintenance Plan (storm basins, rain gardens, etc.).	✓	✓	✓
<input type="checkbox"/> Upgrade and implement the action plan on cyanobacteria.	✓		
<b>• Action 18: Increase the protection of buffer strips along the lake, waterways and wetlands</b>			
<input type="checkbox"/> Monitor closely all septic tanks in buffer strip protection zones.		✓	
<input type="checkbox"/> Enforce systematically the regulation prohibiting lawn mowing in buffer strips along the lake.	✓		
<input type="checkbox"/> Incorporate in municipal regulations the MRC guidelines on shorelines.	✓	✓	✓
<input type="checkbox"/> Implement a regulation forbidding composting and the disposition of leaves, branches and lawn clippings along shorelines.	✓		

Table 4 continues on next page



Goal 4

	Short Term	Medium Term	Long Term
<ul style="list-style-type: none"> <li>• <b>Action 19:</b> <b>Promote responsible use of the lake</b></li> </ul> <input type="checkbox"/> Promote the organization of awareness activities by the Nautical Patrol.	✓		
<ul style="list-style-type: none"> <li>• <b>Action 20:</b> <b>Modernize residual material management</b></li> </ul> <input type="checkbox"/> Assess the impact of implementing three-way waste collection and, if recommended by the assessment, implement a system for collecting decomposable waste material.		✓	
<input type="checkbox"/> Implement measures to reduce the amount of waste sent to landfills in order to comply with the objectives of the Quebec Policy for the Management of Residual Material.			✓

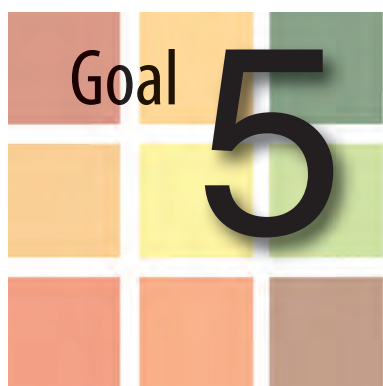




# SOLIDIFYING THE TOWN'S GOVERNANCE AND INSTITUTIONAL RELATIONS

	Short Term	Medium Term	Long Term
<ul style="list-style-type: none"> <li>• <b>Action 21: Inform the population in French and in English on the objectives and actions of the Town Council and the municipal administration</b></li> </ul>			
<input type="checkbox"/> Implement a communications plan identifying clearly the issues which must be addressed and the objectives, activities and tools that need to be developed.	✓	✓	✓
<input type="checkbox"/> Incorporate in the plan practical information on the activities of the Town's services.	✓	✓	✓
<input type="checkbox"/> Inform the population regularly on the implementation of the Strategic Plan.	✓	✓	✓
<ul style="list-style-type: none"> <li>• <b>Action 22: Adapt the Town's management to the current financial environment</b></li> </ul>			
<input type="checkbox"/> Implement a debt management policy clearly identifying projects that can be funded in the long term and the Town's sustainable level of debt.	✓		
<input type="checkbox"/> Implement a budget surplus policy establishing the acceptable level of accumulated surplus and the part of the annual surplus to be transferred to the Town's operating capital.	✓		
<input type="checkbox"/> Identify sources of revenue other than property taxes (increasing parking rate, selling municipal assets, etc.).	✓		
<input type="checkbox"/> Analyse and optimize the Town's management processes.	✓	✓	✓
<ul style="list-style-type: none"> <li>• <b>Action 23: Recruit, retain and mobilize the best available human resources for both paid and volunteer positions</b></li> </ul>			
<input type="checkbox"/> Upgrade working conditions for both managerial staff and white-collar employees.	✓		
<input type="checkbox"/> Organise an information campaign promoting the first respondents' work and contribution to the community to facilitate the recruitment of their next generation.	✓		
<input type="checkbox"/> Promote volunteer work and citizen participation through training and supervision as well as incentives and clear public recognition.	✓	✓	✓
<input type="checkbox"/> Generate voluntary participation by recognized local experts in the realization of major projects.	✓		

Table 5 continues on next page 



# Goal 5

## • Action 24: Increase the effectiveness of fire prevention and firefighting measures

- Adopt and implement a new regulation in accordance with the guidelines of the MRC and the Government of Quebec.

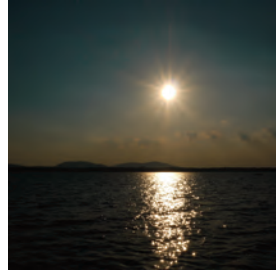
## • Action 25: Improve public safety on the Town's territory

- Assess the possibility of replacing the current agreement with the Sureté du Québec by one with the Bromont police force.
- Increase the level of surveillance provided at night by the Sureté du Québec in parks and downtown Knowlton.
- Obtain more rigorous enforcement of traffic regulations by the Sureté du Québec on the Town's roads.
- Reduce speed on the Town's roads.
- Cut down on disturbance from motorcycle noise.
- Increase surveillance of boats on the Lake.
- Add to infrastructure work already planned on Victoria Street the construction of a dedicated lane to increase pedestrian and cyclist safety in school zones.

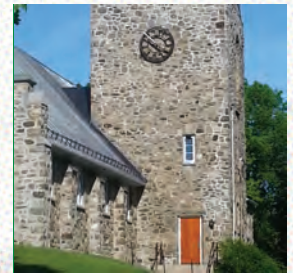
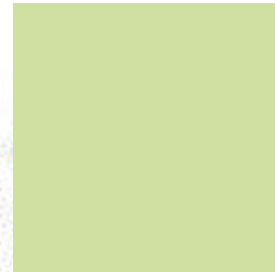
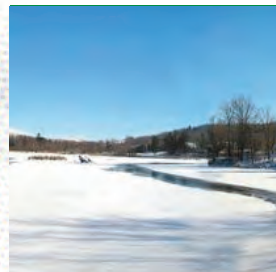
## • Action 26: Develop positive relations with the Town's institutional partners

- Maintain sustained and productive contacts with Federal and Quebec Government agencies, the MRC, the CLD and neighbouring Towns.

	Short Term	Medium Term	Long Term
• Action 24: Increase the effectiveness of fire prevention and firefighting measures			
<input type="checkbox"/> Adopt and implement a new regulation in accordance with the guidelines of the MRC and the Government of Quebec.		✓	
• Action 25: Improve public safety on the Town's territory			
<input type="checkbox"/> Assess the possibility of replacing the current agreement with the Sureté du Québec by one with the Bromont police force.		✓	
<input type="checkbox"/> Increase the level of surveillance provided at night by the Sureté du Québec in parks and downtown Knowlton.	✓		
<input type="checkbox"/> Obtain more rigorous enforcement of traffic regulations by the Sureté du Québec on the Town's roads.	✓		
<input type="checkbox"/> Reduce speed on the Town's roads.		✓	
<input type="checkbox"/> Cut down on disturbance from motorcycle noise.		✓	
<input type="checkbox"/> Increase surveillance of boats on the Lake.	✓	✓	✓
<input type="checkbox"/> Add to infrastructure work already planned on Victoria Street the construction of a dedicated lane to increase pedestrian and cyclist safety in school zones.	✓		
• Action 26: Develop positive relations with the Town's institutional partners			
<input type="checkbox"/> Maintain sustained and productive contacts with Federal and Quebec Government agencies, the MRC, the CLD and neighbouring Towns.	✓	✓	✓



# Facts and Figures on Town of Brome Lake



## Territory

Town of Brome Lake was constituted in 1971 and covers a total area of 222.89 km<sup>2</sup>. In itself, Brome Lake covers 14.6 km<sup>2</sup> and is fed by six tributaries.

The urban perimeter occupies 9% of the territory and is concentrated in the areas of West-Brome-Iron Hill and Knowlton-Lakeside. The agricultural zone represents 73% of the territory. Over 67% of the Town's territory is covered by forests and 7% by wetlands.

The potential for construction and industrial development is severely limited by the nature of the land, especially the proximity of the lake and its tributaries, the steep slopes of neighbouring hills and, in some areas, soil composition.

In all, homes and businesses number 3,906, 1329 in Knowlton (35% of the total), 784 in Fulford-Bondville (20%), 708 in West Brome-Iron Hill (18%), 640 in Foster (16%) and 445 in East Hill (11%).

## Population

In 2014, the Town's population was 5,758, 107 lower than in 2013.

Between 1996 and 2013, yearly demographic growth averaged 0.57% in Town of Brome Lake, 0.66% in the MRC and 0.70% in all of Quebec. Projections for the upcoming decade indicate only a slight increase in Town of Brome Lake.

At 53.3, the median age is higher than in the Brome-Missisquoi MRC (46.3), the Montérégie (41.3) and Quebec (41.4); 27% of the population is over 65, the Quebec average being 15.9%.

The ageing index is calculated by comparing the numbers of those 15 years old and under and those 65 years and over. In 2015 for example, 655



Town residents were 15 and under while 1,520 were 65 and over, for an ageing index of 0.43. That same year, the MRC index was 0.73, 1.02 in the Montérégie and 0.93 for all of Quebec. As a comparison, the index for 2001 was 0.80 for Town of Brome Lake, 1.19 for the MRC, 1.67 for the Montérégie and 1.36 for all of Quebec.

In 2006, seasonal residents in Town of Brome Lake were estimated to be 31.2% of the total population and amounted to 26.5% of seasonal residents for the whole Brome-Missisquoi MRC.

In 2013, 5,090 voters were registered on the Town's electoral list, 16% in Knowlton-Victoria, 15% in Knowlton-Lakeside, 20% in Fulford-Bondville, 15% in Foster, 20% in West-Brome-Iron Hill and 14% in East Hill.

## Drinking Water: Infrastructures, Production and Consumption

The Town's water network is 46.5 km long and supplies mainly Knowlton and part of Bondville. It is currently fed by three wells and an infiltration gallery. The oldest of these infrastructures has been built in 1991. Water is stored in two reservoirs with a total storage capacity of 4,773 m<sup>3</sup> (1,050,000 gallons).

In 2012, 1,583 residential units and 181 businesses were supplied by this

network, to which 148 still undeveloped lots could be connected as well.

A total of 43% of the Town's households are connected to the public water network and 57% of residents own the well that supplies them.

In 2013, total production of drinking water was 955,450 m<sup>3</sup>, an increase of 3.8% compared with the previous year.

Consumption rose by 112,563 m<sup>3</sup> between 2006 and 2011.

In 2011, 6% of the Town's drinking water was consumed by Brome Lake Ducks. KDC used up 26%, which was 18% less than in the previous year.

Three sets of drinking water conservation measures are currently enforced. Regulation 184, adopted in 1991, defines and limits the use of water for activities such as watering gardens, washing cars and filling pools. Adopted in 2006, article 30 of Building Regulation 358 defines the Town's requirements with respect to bathroom equipment and fixtures. Finally, every year the Environment Network conducts a Water Conservation campaign to heighten awareness on the subject.

## Other Infrastructures

The Town is responsible for the maintenance of 285 km of roadways on its territory, of which 175 km are unpaved.

The Town also maintains 8 km of sidewalks, mainly in downtown Knowlton. Some 39% of these sidewalks are considered to be in good condition, 25.5% in satisfactory condition, 14.4% in fair condition and 21.1% need repair.

Two of the Town's three dams are an integral part of the downtown landscape. The Blackwood dam was built in 1951 and the Foster dam was



completed in 1984. Both will need major work in the short term.

City Hall was built in 1910 and the Fire Station was added in 1973. The old Town's garage was disaffected in 2014. All three sites require major repair work.

### Housing and Economic Activity

With 15 industrial businesses hiring some 1,350 workers, Town of Brome Lake ranks second in the Brome-Missisquoi MRC for industrial employment. It is home to two of the MRC's largest employers, KDC (850 employees) and Brome Lake Ducks (200 employees).

The potential for industrial development is severely limited by the lack of suitable land.

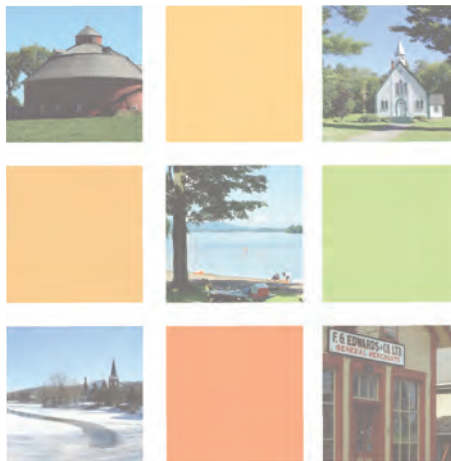
In 2010, the average revenue derived from a full-time job was \$47,908, 5.3% higher than in the Brome-Missisquoi MRC (\$45,478). That same year, 46.8% of the Town's households had an after-tax income of \$50 000 or more (44.6% in the MRC).

In 2009, 58 farmers were still active in the Town and earned total revenues of 24 million \$ (14.9% of the MRC's total farming revenues). Poultry production alone accounted for 77% of all farming revenues.

The average age of farmers is 54.8 and, according to a MAPAQ study, 88.1% of them do not have anyone to take over the family business. In the coming years, this will become a major issue.

The volume of tourism has grown by 2.9% between 2012 and 2013.

Even if it is renowned for its gastronomic products and the quality of its scenery, the Town is home to only three of the MRC's 40 agritourism businesses, Le Domaine les Brome, Joie de Lavande and Brome Lake Ducks.



A proportion of 81% of households live in single-family houses.

Between 2002 and 2013, the number of permanent residences has decreased slightly but the market for summer cottages has grown both in terms of number (from 362 to 453) and value (from \$105M to \$144M).

Slightly over one third of private homes (38.2%) were built after 1981.

85.5% of households own their residence, a proportion which is significantly higher than in the MRC (72.0%).

### Property Values and Municipal Taxation

Total property values amount to \$1,279,000,000 for a population of 5,758 of which 11% are from Knowlton-Victoria, 20% from Knowlton-Lakeside, 20% from Fulford Bondville, 19% from Foster, 15% from West Brome-Iron Hill and 15% from East Hill.

Compared with that of neighbouring municipalities, the Town of Brome Lake financial profile stands out on various points.

With an index of 0.8109, the Town's global taxation rate is significantly lower than the MRC's (0.9367) or the Quebec averages (1.0482).

The ratio of long-term net debt per assessment unit follows a similar pattern: it stands at \$1,698 in Town of Brome Lake while the average in the MRC is \$3,254 and \$5,734 in all of Quebec.

However, the strength of the Town's real estate market is such that the assessed value of an average residence (\$319,228) is significantly higher than in the MRC (\$246,918) or Quebec (\$252,527). Consequently, at \$2,625, the average tax bill for residences in the Town is higher than in the MRC (\$2,326) and Quebec (\$2,599).

Between 2002 and 2013, tax rates decreased by an annual average of 3.7%. For the same period, however, the average value of single-family homes grew at a yearly rate of 6.6%. On the whole, the Town's financial situation is healthy since its debt load is well below the regional and provincial averages. But its capacity to generate new revenues could be limited if demographic growth remains low.

### Environment Protection

Protecting Brome Lake and its six tributaries is the Town's central environmental issue. More than 400 private homes are built on its shorelines along with some 300 condominium units.

The Town's sewer system extends over 48 km and serves 1,699 homes in Knowlton and Bondville.

Waste water treatment has been in place for nearly 40 years and uses aeration ponds. The system meets current Quebec regulations and once treated, water is returned to the natural environment.

Some 1 638 homes and businesses store waste water in private septic tanks. These are drained every two years and the contents are disposed in

the Town's aeration ponds, in keeping with current government regulations.

The Town's Eco centre started its operations in 2013 and during its first eight months, recuperated over 180 tons of reusable materials.

In 2012, a program for the collection of leaves has been established in the Town, which could explain the phenomenal increase in the tonnage collected the following year (6,180 tonnes collected in 2012 vs 115,600 in 2013).

### Recreation, Culture and Community Organizations

The Town's walking trails are not interconnected in an integrated network, as they are in neighbouring towns.

So far, there is no network of cycling trails on the Town's territory.

The Town has updated its cultural policy in 2011 to strengthen it and provide a better framework for action. It created a fund to support cultural initiatives which allowed the emergence of several innovative and structuring projects.

There are 56 social or community organizations including 5 religious organizations, 4 educational organizations, 11 sports and recreation organizations, 12 cultural organizations, 7 support organizations, 4 organizations devoted to seniors, 9 social organizations and 4 economic organizations.

### Opinion Trends Within the Town's Population

According to an opinion poll from CROP, a strong majority of citizens are satisfied (78.8%) with the services provided by Town of Brome Lake.

Depending on the services which they were asked to assess, between 86.3%

and 95.5% of citizens feel welcome or very welcome when they contact the Town.

A very high proportion of respondents believe that services are well provided in their language as well (French 94.1% and English 85.0%).

Opinions on specific services provided by the Town were expressed with an average agreement score calculated on 100. Results were: collection of garbage and residual materials (78.2), snow removal (76.7), leisure, parks and green space (73.3), tax services (71.7), communications and services to citizens (70.5), public security (67.4), land management (65.2), drinking water (64.3), Town Council (63.1), roads (60.2), environment and protection of Brome Lake (57.6).

77.6% of respondents consider it a priority to repair roads and sidewalks, 61.6% to restore the dam in downtown Knowlton, 49.2% to proceed with the Carke Foundation's construction of an indoor aquatic centre, 38.5% to connect the Argyll/Foster Trail and 38.2% to connect the Trestle Cove/Argyll Trail.

At 87.3 over 100, the level of concern for the environment and the protection of Brome Lake is very high.

High scores of agreement were expressed as well for the revitalization of downtown Knowlton (81.4 over 100) and for the protection of the Town's architectural heritage (83.6 over 100).

General concern with respect to public safety is high (74.6 over 100) and satisfaction for services provided by the Sûreté du Québec is relatively low (between 43.1 and 56.2 over 100).

Raising taxes at the rate of inflation to maintain the current level of services receives an agreement rating of 51.8 over 100. Raising taxes above the rate of inflation to fund large-scale projects receives an agreement rating of 34.9 over 100.

### NOTES

Data for this section are from four sources:

1. *Ville de Lac-Brome, Portrait de la situation*, Raymond Chabot Grant Thornton, September, 2014.
2. *Profil financier 2014 de Lac-Brome*, MAMOT, October 20, 2014.
3. Documents from the Town (Assessment Roll, Management Indicators, etc.)
4. *Town of Brome Lake, Evaluation of Services Provided by the Town*, CROP, January, 2015.



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