

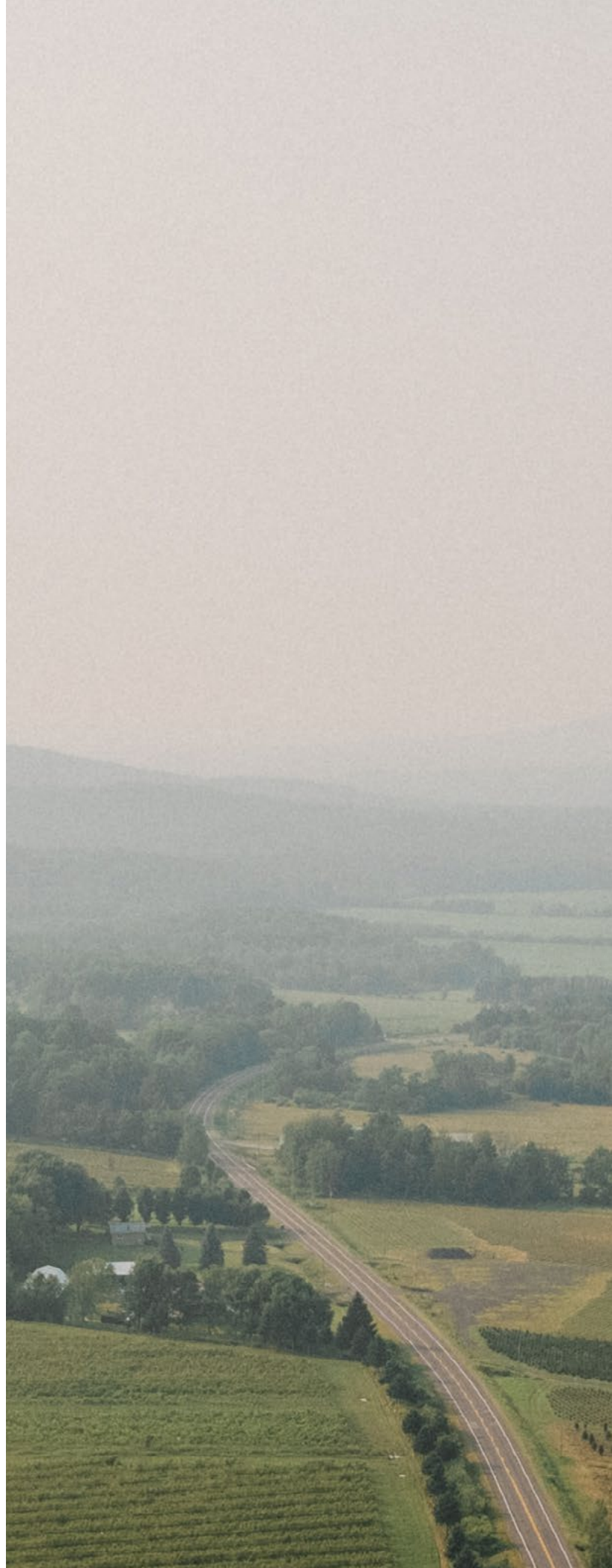


Strategic Plan 2024-2028



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A Word from the Mayor

It is with great pride that we unveil the brand new 2024-2028 Strategic Plan for the Town of Brome Lake. The creation of this document required a considerable investment of energy to ensure it is based on a solid foundation, thanks notably to extensive consultation and close collaboration between elected officials, municipal administration, and the community.

With the previous strategic planning exercise having concluded in 2020, we find ourselves at a significant crossroads. In order to position ourselves advantageously for the future, the priority issues for the next five years remain the environment and territorial development, two realities that have been taken into consideration extensively in this new strategic plan. It further demonstrates the Town of Brome Lake's determination to establish itself as a pleasant living environment for its residents.

The strategic directions and actions defined in this plan result from a consensus reached during numerous work sessions and consultations. They will guide us in realizing the stated vision for the future of our community.

In closing, I would like to express my sincere gratitude to everyone who contributed, directly or indirectly, to the development process of the Town of Brome Lake's 2024-2028 Strategic Plan. In doing so, you have demonstrated your dedication to the destiny of your community and actively participated in shaping its future.

A handwritten signature in blue ink, appearing to read 'R. Burcombe'. The signature is fluid and cursive.

Richard Burcombe
Mayor of Brome Lake





A Word from the Director General

It is essential for any administration to work with well-defined guidelines to avoid going astray. This reality is especially true in the municipal sector, where multiple factors can divert the organization from its set objectives. The strategic plan you have before you will serve as a guide for the administration in the coming years.

This plan reflects the vision of the municipal council and aims to meet the aspirations of citizens. Although adjustments may occur along the way, you will find the objectives and actions on which the administration will focus its efforts over the next five years.

At the Town administration, we will ensure that the values identified in this strategic plan guide the municipal team's behaviours and decision-making. We will implement appropriate monitoring tools to report on the progress of the numerous actions identified in the plan.

This strategic planning is the result of collective and concerted efforts, achieved with the contribution of many internal and external stakeholders. A big thank you to Raymond Chabot Grant Thornton for their professional support throughout the process.

Happy reading!

A handwritten signature in blue ink, appearing to read 'Gilbert Arel', with a stylized flourish at the end.

Gilbert Arel
Director General of Brome Lake



Development Process of the Strategic Plan

The Town of Brome Lake is adopting a strategic plan to prioritize the actions to be implemented over the next five years.

With a population of nearly 6,200 citizens, the Town of Brome Lake is known for its beautiful landscape and unique architecture. In recent years, many changes have occurred in the area, including the arrival of new citizens and the pressure of development on public and residential infrastructure.

To facilitate the fulfillment of these commitments and to maintain a balance between growth and the municipality's capacity to accommodate it, it is important for the Town to adopt a strategic plan. This plan will enable Brome Lake to prioritize the most appropriate choices, position itself within the regional ecosystem, and embed environmental values in the Town's vision to continue its progress.

In this context, elected officials and municipal administration have retained the services of the firm Raymond Chabot Grant Thornton to assist in the development of the 2024-2028 strategic plan.



Stages

The strategic plan is the result of a rigorous process that began in the spring of 2023, structured into four phases and multiple consultations.



Consultations

The process was based on an extensive consultation involving more than 1,500 people, including citizens, partner organizations, and Town employees.



Citizens

Consultation evenings, surveys, workshops, and information sessions



Partners

Interviews, focus groups, and surveys



Employees

Workshops and surveys



Steering Committee

Workshops



Municipal Elected Officials

Workshops



Statistics and Demographic Issues

The Town of Brome Lake was established in 1971 through the merger of seven municipalities and hamlets: Knowlton, Foster, Fulford, West Brome, Iron Hill, East Hill, and Bondville. Each area of Brome Lake has its own distinct identity, giving the town a unique character.

6 electoral districts

- Fulford – Bondville
- West Brome – Iron Hill
- East Hill
- Knowlton (Victoria)
- Knowlton (Lakeside)
- Foster

6,252 inhabitants

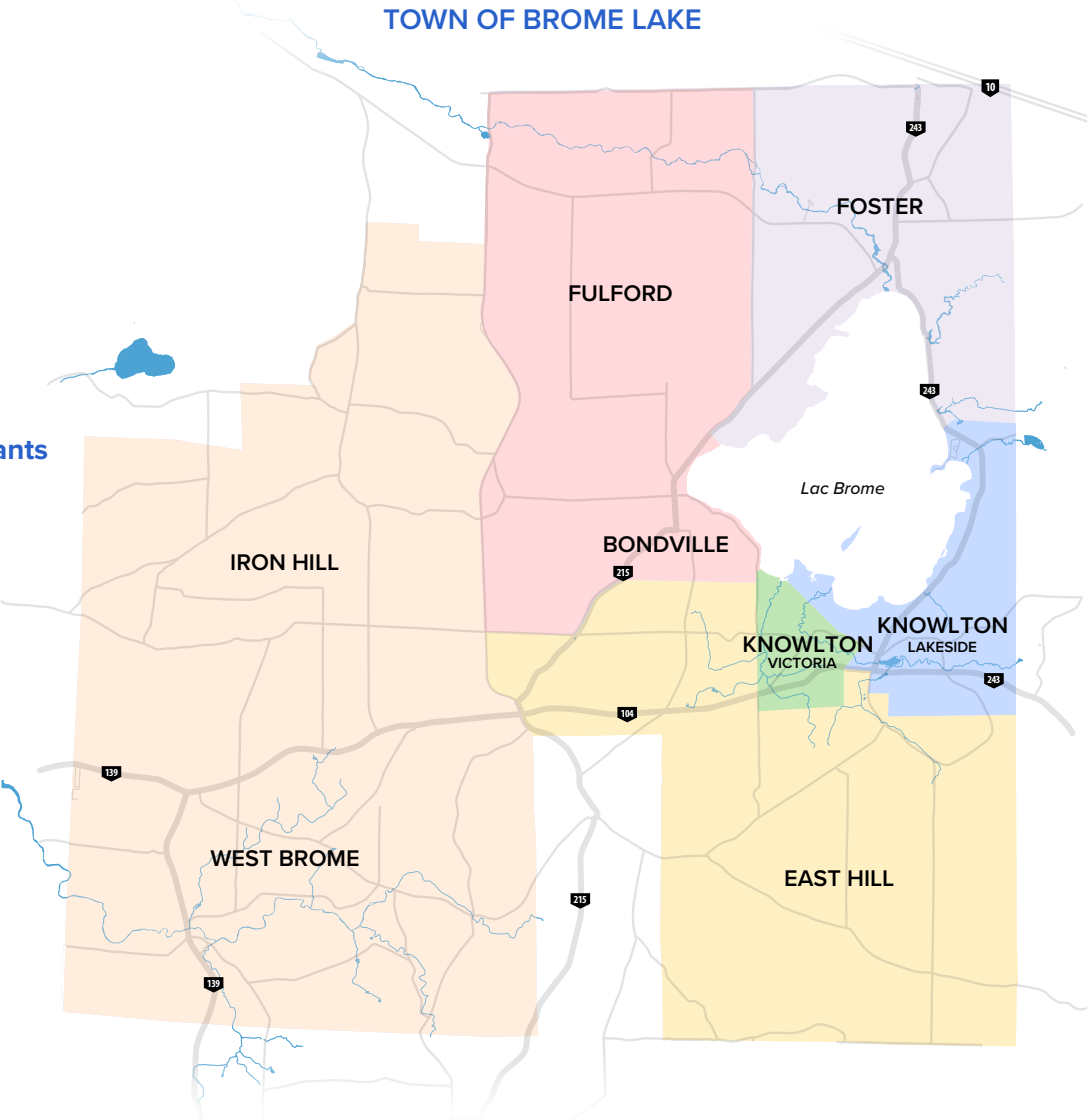
(Ministry of Municipal Affairs and Housing, May 2024)

206.9 km²

area

260 km

of roads



Population of Brome Lake by Age

Average age of Brome Lake's population

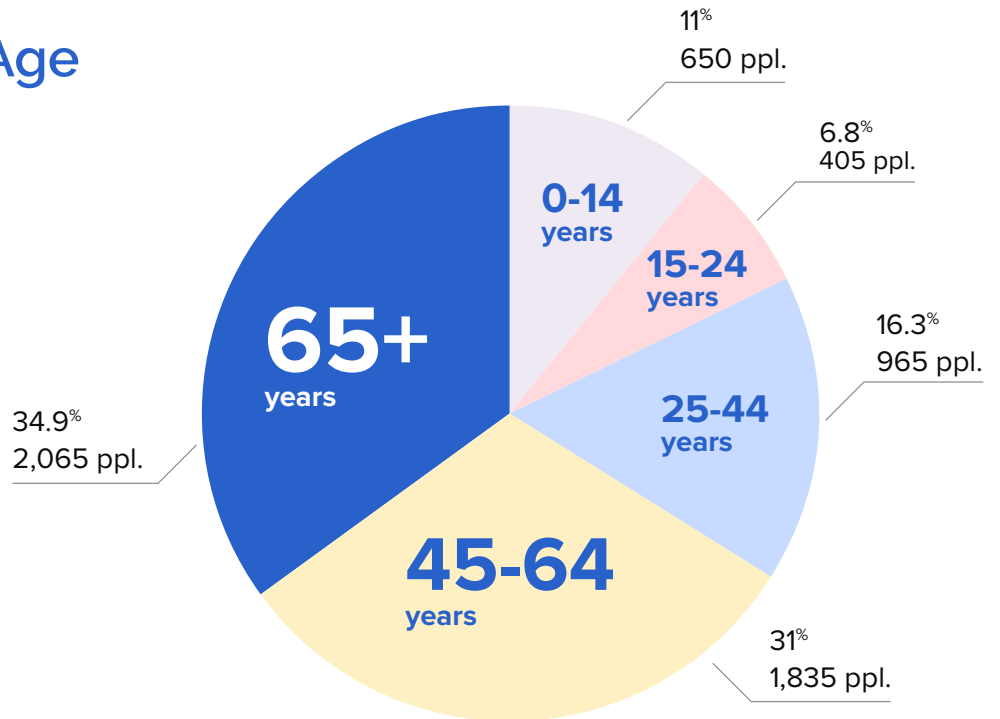
51.8 years

(2021 census)


Average age of Quebec's population


42.8 years

(2021 census)




 **2,830** households

 **2** elementary schools
 École Saint-Édouard (French language education)
 Knowlton Academy (English language education)

 **11** parks and green spaces

 **13.5 km** of public trails

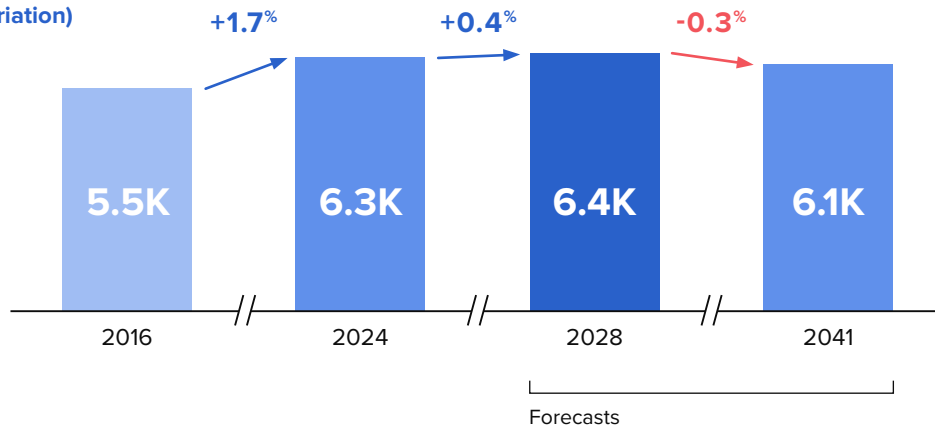
 **3** cultural institutions
 Théâtre de Lac-Brome, Lac-Brome Museum and Pettes Memorial Library

1

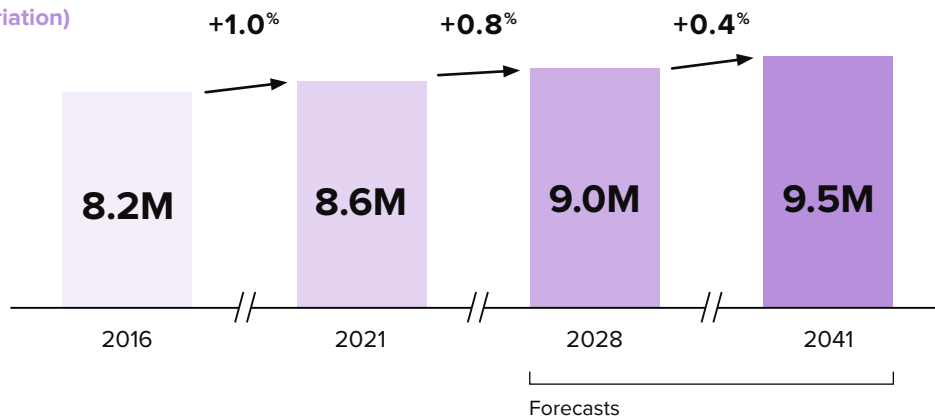
Sociodemographics

Population growth in Brome Lake will slow down in the coming years.

Brome Lake
(annual variation)

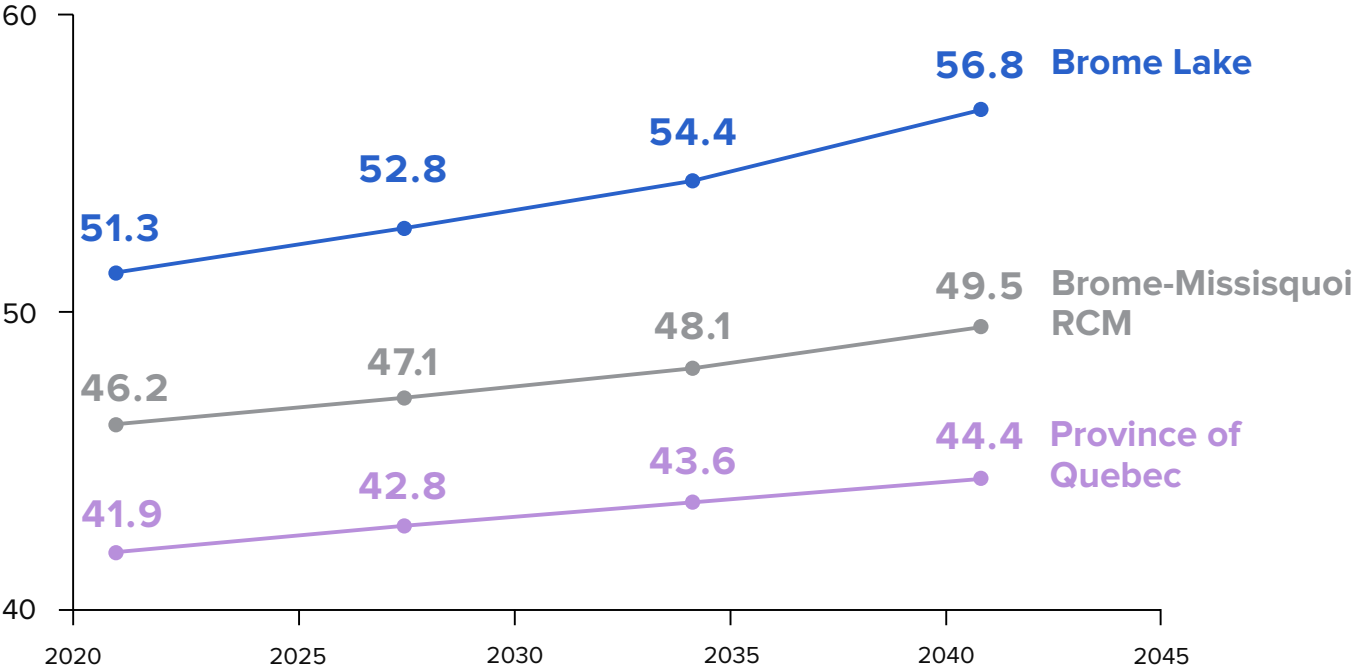


Province of Quebec
(annual variation)

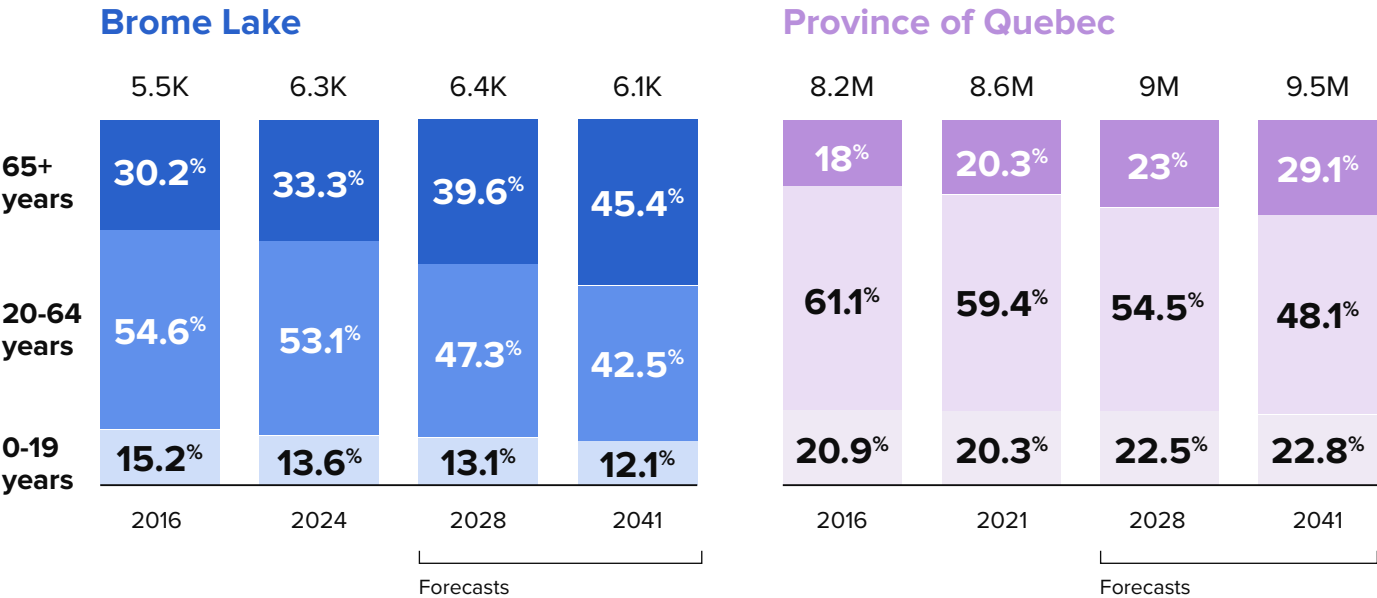


Sources: Statistics Canada, 2021; ISQ, 2022; Raymond Chabot Grant Thornton Analysis, 2023

The average age of the population of Brome Lake is among the highest in Quebec and will continue to increase at a faster rate.



The proportion of the population aged 65 and over is significantly higher than in the province of Quebec, while the proportion of young people is much lower.

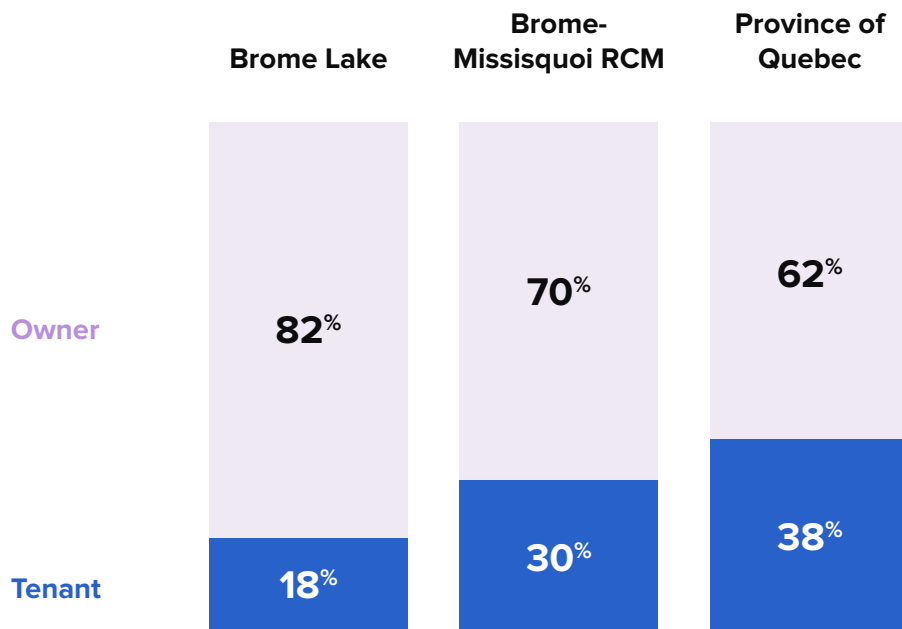


Sources: Statistics Canada, 2021; ISQ, 2022; Raymond Chabot Grant Thornton Analysis, 2023

2

Housing and Mobility

The proportion of houses and owner-occupants is higher in Brome Lake than in the province of Quebec.



3

Industry Sectors

There are 192 businesses in the Brome Lake area, across all sectors.

Nearly a quarter of them are part of the retail industry, while 19 belong to the industrial sector.

Brome Lake stands out for its natural tourist attractions.

In addition to its lake, open spaces, and heritage, it has 92 tourist businesses and 54 artists and artisans.

The agricultural sector makes up the majority of Brome Lake's territory, covering 73% or 16,356 hectares. However, the number and size of farms have significantly decreased.

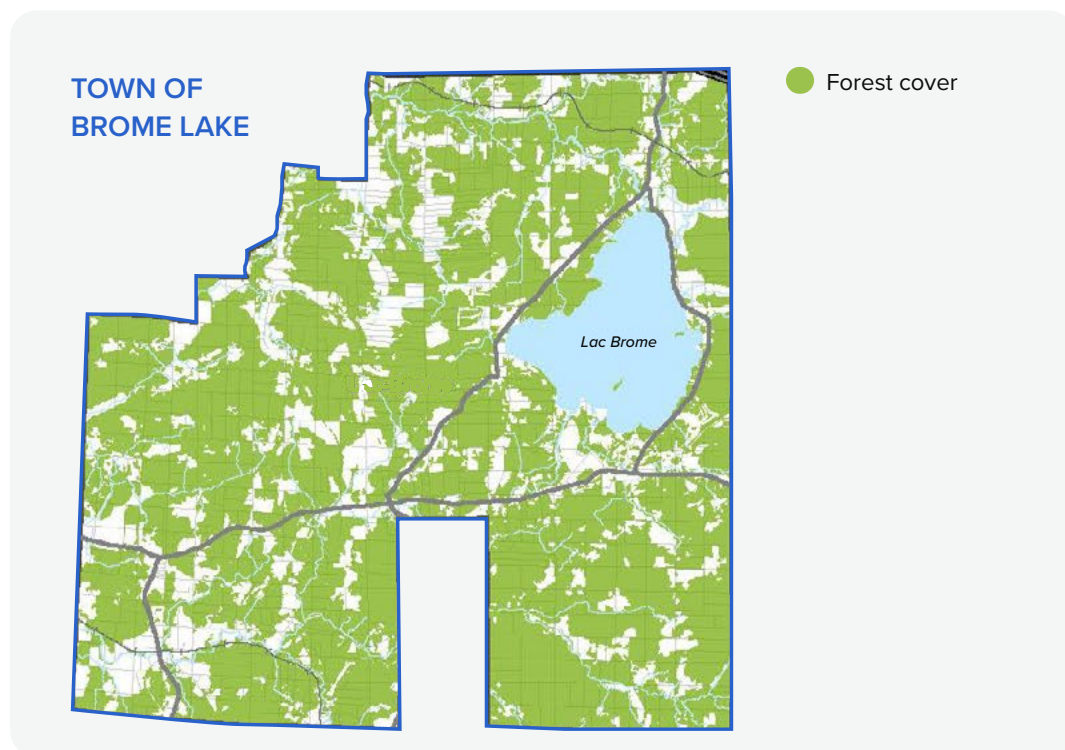


4

Environment

Brome Lake's forest cover accounted for nearly 70% of the territory in 2010.

The percentages observed at the municipal level in the Brome-Missisquoi RCM were similar to or lower than those in Brome Lake.



There are nearly 20 parks and trails in Brome Lake.

The 11 parks occupy nearly 2% of the territory's area. The presence of these parks equates to a ratio of 7.3 hectares per 1,000 inhabitants, which is higher than the recommended Quebec standard for parks (between 2.5 and 4 hectares per 1,000 inhabitants).

As for trails, there are six owned by the Town, with a total length of 13.5 kilometers.



Priority Strategic Issues



Social Issues

- Demographic challenges (attraction, generational, social, and evolving needs)



Economic Issues

- Economic diversification and dynamism
- Sustainability of local businesses and merchants



Land Use Issues

- Availability of housing
- Development of active mobility
- Integration and preservation of the built environment
- Social acceptability of new developments



Environmental Issues

- Protection and enhancement of natural areas and green spaces
- Stormwater management
- Maintenance of water management infrastructure



Services to Citizens Issues

- Defined, coherent, and shared vision for the future
- Planning, involvement, and citizen consultation



Mission

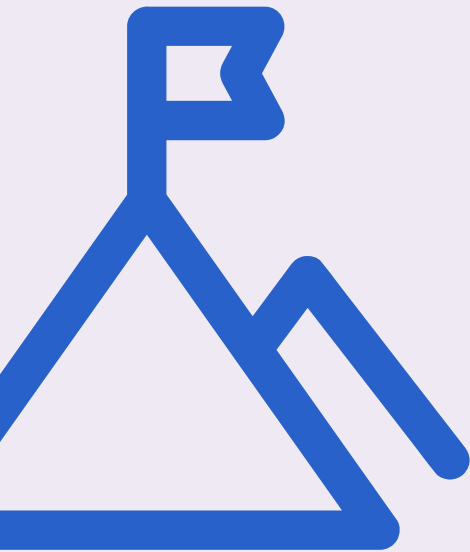
The mission represents the reason for the organization's existence: why it exists, what it does, for whom, and how it does it. A mission statement should be clear, concise, and able to stand the test of time.

The mission of the Town of Brome Lake is defined as follows:

Proud of its history and natural setting, the Town of Brome Lake offers efficient and responsible services in a desirable living environment to a forward-looking community.

The Town of Brome Lake:

- Values and respects its past, traditions, and heritage. This recognition of history helps to strengthen local identity and create a sense of belonging among residents.
- Is committed to providing bilingual municipal services that are not only efficient but also tailored to the needs of the population. This involves the sound management of resources and continuous improvement of infrastructure and public services.
- Aspires to offer a high quality of life. This includes safety, cleanliness, well-maintained recreational spaces, enriching cultural and community activities, and a general ambiance that makes life pleasant for its residents.
- Encourages innovation and progress. It prepares for future challenges by adopting sustainable practices.



Vision

The vision is the long-term goal. It describes qualitative and quantitative objectives, is engaging, and can take into account the challenges faced by the Town.

Following extensive consultations, the Council has adopted the following vision:

**In the heart of nature,
Brome Lake is defined by its bucolic
living environment, its bilingual
and inclusive community,
its rich heritage, its healthy lake,
and its sustainable development.**

This vision speaks for itself; the main attractions of Brome Lake are represented here. It will guide all of the Town's decisions and actions over the next five years. It reflects the commitment of the municipal council and administration to the population.



Values

An organization's values are ethical and societal principles that guide its development and inform its strategic decisions. They embody the Council's vision. The following values were defined after citizen consultations:

Respect

Respect involves recognizing and valuing the dignity and rights of each individual, while fostering a culture of listening and mutual consideration. It entails a commitment to treating all citizens, colleagues, partners, and stakeholders with fairness, courtesy, and empathy, taking into account their diverse needs and perspectives. Respect is demonstrated through transparency, inclusivity, and the promotion of a harmonious environment where everyone feels valued and heard.

Transparency

Transparency involves open and honest communication with citizens and stakeholders. It is reflected in the provision of clear, complete, and accessible information regarding the organization's decisions, actions, and policies. Transparency fosters trust, accountability, and citizen participation by enabling the community to understand and follow municipal processes. It also encompasses the willingness to be accountable and responsible while encouraging active and informed citizen participation in public life.





Integrity

Integrity involves acting honestly, ethically, and consistently in all activities and decisions. This means maintaining high standards of morality and fairness, avoiding any form of corruption, fraud, or misconduct. Integrity is demonstrated through keeping commitments, respecting laws and regulations, and ensuring transparency and accountability to citizens. By embodying this value, the municipal organization strengthens public trust and provides fair and trustworthy service to the community.

Resilience

Resilience is demonstrated by the ability to adapt to and overcome challenges, crises, and unexpected changes while continuing to provide essential services to the community. This involves proactive preparation, effective planning, and responsiveness to emergency situations. Resilience also fosters innovation and continuous improvement of processes to better meet citizens' needs. By adopting this value, the Town of Brome Lake is committed to ensuring the sustainability and stability of its operations while enhancing the community's ability to thrive despite adversity.

Leadership

Leadership involves guiding and inspiring the community and employees towards a common vision and shared goals. This requires making informed decisions, even when the outcome may be unpopular, effective management, and the ability to motivate and mobilize human and material resources for the common good. The Town of Brome Lake strives to create an environment where everyone feels encouraged to actively contribute and collaborate for the progress and well-being of the community.



Directions and Objectives

Social

Services to citizens that respect diversity while promoting inclusion and a sense of belonging.

Economic

A vibrant town with diverse and attractive commercial, cultural, and tourism offerings.



Development

Harmonious land development that takes into account the needs of the population, as well as the character and history of the town.

Environment

Measures promoting ecological transition and biodiversity protection.

Governance

Modern management and increased collaboration with all stakeholders and partners of the Town.

Action Plan and Timeline

Several strategic initiatives were identified during the consultation activities. An in-depth analysis was then conducted to select priorities, as well as initiatives directly addressing the issues and those supporting the realization of the vision for the Town of Brome Lake. Strategic initiatives were developed for each objective in the table below.

1st Direction: Services to citizens that respect diversity while promoting inclusion and a sense of belonging

Objectives	Strategic Initiatives	Implementation Timeline
1.1. Implement measures and activities aimed at increasing the sense of belonging to the town	1.1.1. Promote and facilitate the organization of community events	● ○ ○
	1.1.2. Strengthen the town's identity by developing a unified brand image	● ● ○
	1.1.3. Enhance accessibility to Brome Lake for residents	● ○ ○
	1.1.4. Assess the feasibility of standardizing postal codes across the Town of Brome Lake	● ○ ○
	1.1.5. Establish uniform maintenance standards for all community centres	● ● ○
1.2. Offer services tailored to the needs of different age groups in the population	1.2.1. Improve the trail network based on the Master Plan for Parks and Trails	● ○ ○
	1.2.2. Adopt and implement the Families and Seniors Policy	● ○ ○
1.3. Expand the range of recreational, sports, and cultural offerings year-round	1.3.1. Develop winter recreational infrastructure	● ● ○
	1.3.2. Explore opportunities to extend the season for outdoor rinks	● ● ○
	1.3.3. Collaborate with organizations to enhance recreational offerings for citizens	● ● ●
	1.3.4. Organize an event focused on public art in collaboration with local artists	● ● ●
1.4. Maintain bilingual status	1.4.1. Adopt and implement a language policy	● ○ ○

● ○ ○ Short term: 1-2 years
 ● ● ○ Medium term: 3-4 years
 ● ● ● Long term: 5 years and beyond

2nd Direction

A vibrant town with diverse and attractive commercial, cultural, and tourism offerings

Objectives	Strategic Initiatives	Implementation Timeline
2.1. Support culture as an important economic driver of the town	2.1.1. Provide financial and technical support for the expansion project of the Pettes Memorial Library	●●●
	2.1.2. Continue to financially support the cultural institutions in Brome Lake	●●●
	2.1.3. Complete the heritage trail and sculpture trail projects	●●●
2.2. Position the town as a tourist destination	2.2.1. Adopt and implement a new tourism action plan	●●●
	2.2.2. Diversify the tourism offer by integrating sustainable and responsible tourism practices	●●●
	2.2.3. Promote and highlight the agri-food sector in the area	●●●
2.3. Support commercial vitality throughout the territory	2.3.1. Revitalize the downtown area with sidewalk widening, addition of street furniture, etc., to make it more contemporary	●●●
	2.3.2. Ensure the integration of service businesses as part of a strategy to offer better land use diversity	●●●
	2.3.3. In conjunction with the Pettes Memorial Library expansion project, develop a plan for the Coldbrook Park	●●●
	2.3.4. Maintain and review the business aid regulation	●●●
	2.3.5. Modify municipal regulations to better control the types of businesses in the heart of the village and urban perimeters	●●●

●●● Short term: 1-2 years

●●● Medium term: 3-4 years

●●● Long term: 5 years and beyond

3rd Direction

Harmonious land development that takes into account the needs of the population, as well as the character and history of the town

Objectives	Strategic Initiatives	Implementation Timeline
3.1 Adjust the regulations to ensure sustainable land use	3.1.1. Identify the town's key development issues and implement a housing policy that quickly addresses these issues	● ● ●
	3.1.2. Update and overhaul the urban plan to adapt it to new economic, demographic, and environmental realities	● ● ●
	3.1.3. Develop an architectural guide for the benefit of developers, investors, and citizens	● ● ●
3.2 Ensure the enhancement of architectural heritage and the protection of heritage buildings	3.2.1. Define and implement criteria for the Architectural Implementation and Integration Plan (AIIP) concerning built heritage.	● ● ●
	3.2.2. Enhance the inventory of built heritage.	● ● ●
3.3 Increase the accommodation capacity for families and workers	3.3.1. Collaborate with the Local Housing Authority (LHA), the RCM, and local businesses to identify and address the housing needs of Brome Lake workers.	● ● ●
	3.3.2. Provide leadership for the development of structured real estate projects adapted to families.	● ● ●
3.4 Ensure the development and connectivity of active mobility infrastructure	3.4.1. Implement the actions outlined in the active mobility plan.	● ● ●
	3.4.2. During road repairs, systematically evaluate the possibility of establishing active mobility corridors.	● ● ●
3.5 Implement proactive measures for road safety management and control	3.5.1. Implement the measures recommended by the road safety committee.	● ● ●
	3.5.2. Review speed limits across the entire territory.	● ● ●
	3.5.3. Analyze the possibility of installing photo radars on the territory.	● ● ●
	3.5.4. Create a safe pedestrian crossing between the École Saint-Édouard and Veterans Park, as well as a parking area.	● ● ●

● ● ● Short term: 1-2 years

● ● ● Medium term: 3-4 years

● ● ● Long term: 5 years and beyond

4th Direction

Measures promoting ecological transition and biodiversity protection

Objectives	Strategic Initiatives	Implementation Timeline
4.1. Ensure the sustainability and quality of lake Brome	4.1.1. Implement the actions outlined in the 2022-2026 Action Plan for a Healthy Lake <ul style="list-style-type: none"> • Minimize lake contamination from runoff • Reduce wastewater discharge into the lake and waterways • Protect native species and combat invasive species • Inform, raise awareness, and engage lake users • Optimize lake level management • Collect up-to-date data on lake health • Collaborate with partners concerned with lake health 	
4.2. Establish measures for effective management of runoff on public land and encourage citizens to do the same on private properties	4.2.1. Develop awareness tools for the public on the importance of environmental protection and lake preservation	
	4.2.2. Assess the feasibility of a runoff management project at Douglass Beach	
	4.2.3. Strengthen the enforcement of regulations aimed at protecting environmental aspects, including waterways and riparian zones	
	4.2.4. Produce a plan to reduce contaminants and the flow of water into waterways	
4.3. Ensure the sustainability of wastewater infrastructure	4.3.1. Invest in upgrading pumping stations	
	4.3.2. Remove non-compliant connections to the sewer system	
	4.3.3. Complete the installation of generators at pumping stations	
4.4. Strengthen potable water supply	4.4.1. Protect existing sources and add new sources of potable water	
	4.4.2. Commission the large infiltration gallery	
	4.4.3. Promote eco-friendly water consumption	
4.5. Protect ecologically sensitive areas and wildlife connectivity corridors	4.5.1. Characterize areas that need protection	
	4.5.2. In line with provincial government objectives, set a target for protecting sensitive environments and adopt an action plan	
4.6. Implement actions to address climate change	4.6.1. Develop a climate plan to reduce our carbon footprint	
	4.6.2. Systematically consider renewable energy options when updating the vehicle fleet	
	4.6.3. Install electric vehicle charging stations in Town parking lots and municipal buildings	

Short term: 1-2 years

Medium term: 3-4 years

Long term: 5 years and beyond

5th Direction

Modern management and increased collaboration with all stakeholders and partners of the Town

Objectives	Strategic Initiatives	Implementation Timeline
5.1. Increase citizen participation in municipal life	5.1.1. Adopt a citizen consultation policy	● ● ●
	5.1.2. Implement a citizen consultation module	● ● ●
	5.1.3. Enhance the Town's participatory budgeting	● ● ●
	5.1.4. Improve accessibility to council meetings and other public gatherings	● ● ●
	5.1.5. Conduct an annual review of the implementation of strategic planning initiatives	● ● ●
5.2. Support and encourage volunteering	5.2.1. Develop a strategy for attracting, retaining, and valuing volunteers	● ● ●
	5.2.2. Identify volunteer opportunities within the community	● ● ●
5.3. Enhance staff attraction and retention	5.3.1. Work on improving employee satisfaction	● ● ●
	5.3.2. Implement channels to improve internal communication	● ● ●
5.4. Collaborate with the RCM and neighbouring municipalities on shared issues	5.4.1. Explore resource-sharing opportunities with neighbouring cities or through the RCM in areas such as public transportation, waste management, public safety, and others	● ● ●
5.5. Ensure sound, agile, and innovative resource management	5.5.1. Adopt a debt and surplus management policy	● ● ●
	5.5.2. Maintain up-to-date financial modeling considering upcoming investments	● ● ●
	5.5.3. Establish a continuous improvement process and management indicators to enhance citizen services	● ● ●

● ● ● Short term: 1-2 years

● ● ● Medium term: 3-4 years

● ● ● Long term: 5 years and beyond





Acknowledgements

We extend our heartfelt thanks to the municipal council members, department directors, employees, citizens, organizations, businesses, local partners, and external resources who contributed to the development of our strategic approach.

The input of each participant has been invaluable in strengthening the legitimacy and scope of this new version of the Town of Brome Lake's strategic plan.

Strategic Plan 2024-2028

COORDINATION AND EDITING

Department of Communications and
Citizen Relations

CONTRIBUTORS

Town of Brome Lake
Raymond Chabot Grant Thornton
Cultural and Tourism Committees
Advisory Committees on Urban Planning and the
Environment
Brome-Missisquoi RCM
Imagination II
Knowlton Development Corporation
Brome Lake Ducks
Windmill Plastics
Lions Club
Optimist Club
Action Communautaire Lac-Brome
Wellness
Club de la bonne humeur de Lac-Brome
Conservation Lac Brome
Brome Lake Land Foundation
Cœur villageois (20 businesses)
Traffic Committee

TRANSLATION

Laurianne Sénécal

GRAPHIC DESIGN

Taís da Costa

PHOTOGRAPHS

Alysson Gallant
Mikaël Rondeau
Claudia Désilets
Vincent Morreale
Todd Munro
Ben McAuley
Nicolas Mithieux
Michel St-Jean
Daphné Caron and Nicolas Gauthier

Town of Brome Lake
122 Lakeside Road, Brome Lake (QC) J0E 1V0

450-243-6111
reception@lacbrome.ca

lacbrome.ca/en

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