

Downtown Brooks  
Business  
Revitalization  
Zone

# STRATEGIC PLAN

2019-2023



# Table of Contents

MESSAGE FROM THE BOARD / ACKNOWLEDGEMENTS	3
ABOUT THE BRZ	4
OUR VISION	4
OUR MISSION	5
STRATEGIC DIRECTION	6
OUR CORE GOALS	6
ACTION PLANS	6-8
MEASUREMENT AND EVALUATION	8

### Authorization

This three-year plan was developed and approved by the Business Revitalization Zone (BRZ) Board of Directors on February 2019.

### Message from the Board / Acknowledgements

On behalf of the BRZ, we are excited to share our 2019-2023 Strategic Plan. This plan gives an overview of what the BRZ is about, what we value and what we hope to achieve.

The development of this strategic plan would not be possible without the commitment of our board and members who have dedicated their time and feedback to make this plan reflective of what we as the BRZ hope to accomplish both now and in the future. Through numerous planning workshops, lunch meetings and committee discussions, we are confident that our new plan will provide us with the direction we need as we work towards a thriving downtown.

# About the BRZ

## Organizational Overview

In 1983, the Province of Alberta passed a legislation that allowed municipalities to establish Business Revitalization Zones, which is a non-profit association of business owners that join together to promote and improve the economic vitality of their business district.

Downtown Brooks' BRZ was established under the Municipal Government Act 1992. It is financed by its members (business owners in the BRZ – see page 5) by way of a self imposed business tax. The Board of Directors of the BRZ establish a budget, which is approved by City of Brooks Council. The budget is the outline of funding that enables the BRZ to accomplish its goals for the current year. The City of Brooks directs payment of the approved budget amount to the BRZ and then imposes a levy by way of a business tax, on the member business to recover the payment.

## Governance

The BRZ is governed by a Board of Directors whose role is to provide direction and guidance over all of the BRZ's activities. The Board of Directors are determined each year at the organization's Annual General Meeting in February. It is the duty of the Board to ensure fiduciary responsibility including the supervision of finances and adherence to the organization's mission of improving the physical, economic and social environment of the BRZ. In addition to its governance role, the Board also functions in an administrative capacity to direct and implement policy and carry out the management of the BRZ's operations.

The Board of Directors is made up of:

- Executive: President, Vice-President, Treasurer, Secretary
- Members at Large
- Non-voting members

## Our Vision

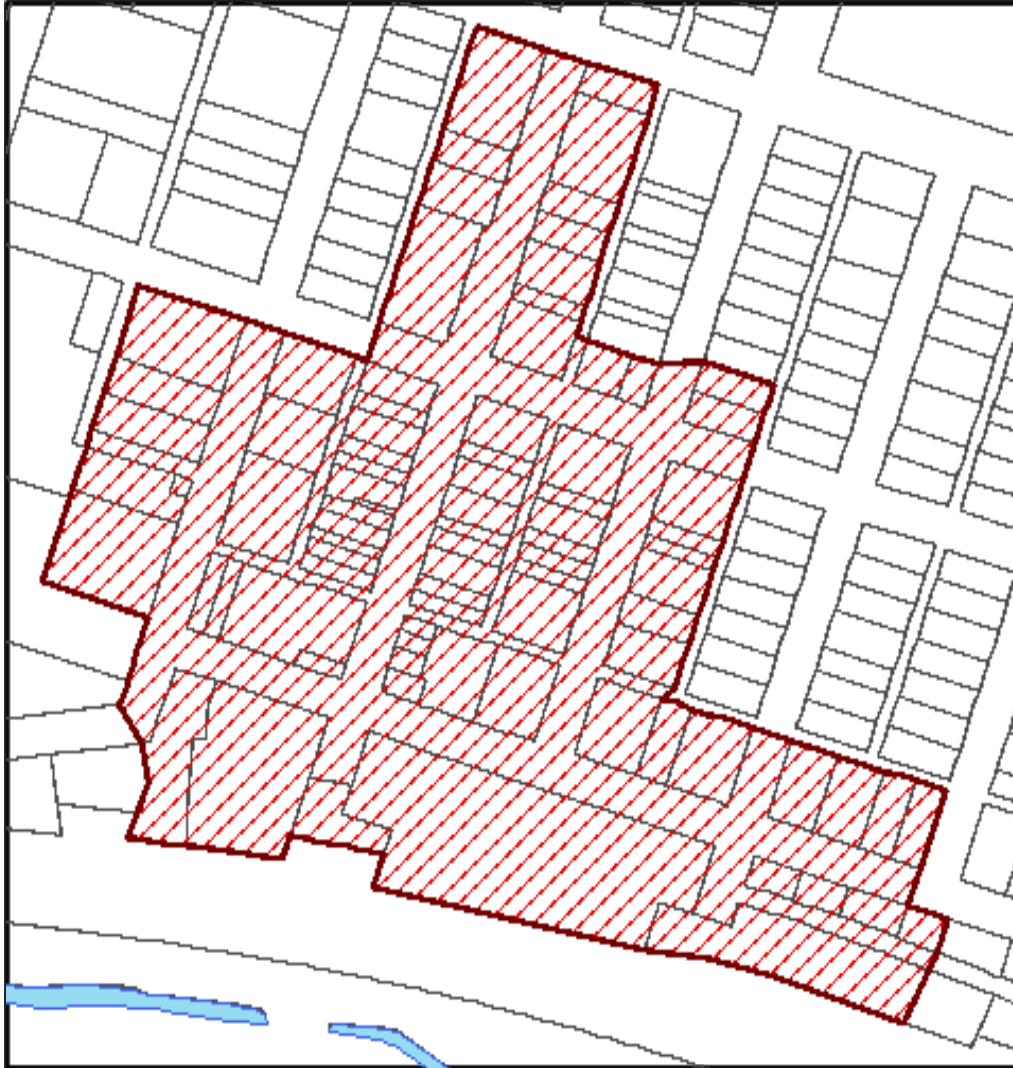
**DOWNTOWN BROOKS:** A unique place to experience a dynamic community that is a vibrant and welcoming destination where people want to be and want to invest.

---

## Our Mission

The Business Revitalization Zone is a non-profit, membership funded organization dedicated to improving the physical, economic, and social environment of Downtown Brooks.

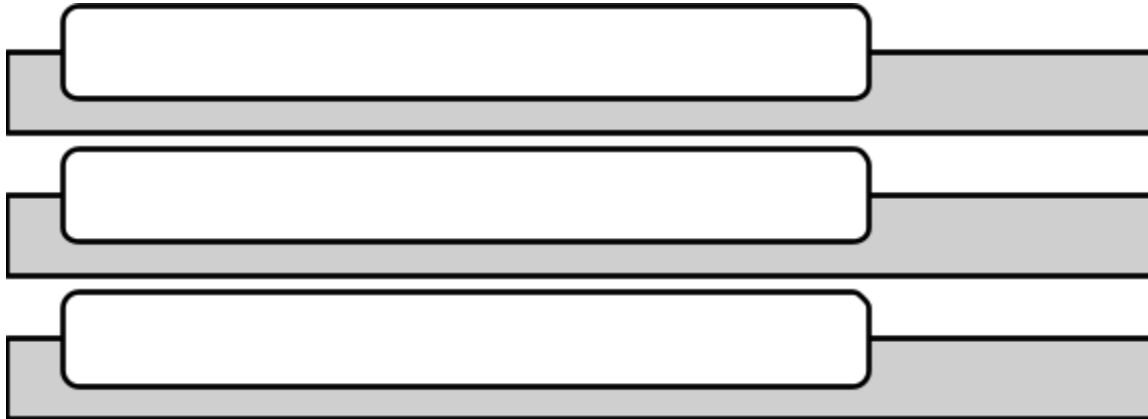
## Service Area



## Strategic Direction

The Board identified a number of key focus areas. Each of these priority areas align with the BRZ' mission.

### Our Focus Areas



## Our Core Goals

### 1: The BRZ has a well-recognized brand in the community

Strategy: Develop a marketing plan / strategy

- Focus on what we as a BRZ can work on
- What would it look like, what do we want our “Big Wow” to be?

Strategy: Strengthen relationships with current businesses

- Engage businesses / members through a survey to gather their input and increase awareness
- Engage business one-on-one about what we’re doing and the benefit to their business and the community

Strategy: Develop BRZ brand

- Expand vision / image
- Develop a theme, what is our “big wow,” hook or lure.
- Source potential funding to support brand development

Strategy: Communicate / connect with the community

- Engage the community through surveys for input
- Host community engagement events
- Work with partners in the community
- Look at expanding into new media (e.g. social media) and continue to use traditional media

## 2: The BRZ is a social hub for community connections and events

Strategy: Explore ways to become a gathering hub and more visibly active

- Complete gazebo project
- Explore extended hours with special events

Strategy: Promote / offer more events and activities

- Promote /encourage others to use downtown as a venue / facility for events
- Promote new and existing events and evaluate after completion
- Target specific events to move to the downtown

## 3: The BRZ is attractive and appealing

Strategy: Explore ways to improve buildings and infrastructure

- Explore grants / loan programs
- Inform businesses about beautification, customer service, etc. opportunities and ideas
- Help fund projects for street-scaping

Strategy: Lobby City for unified look to downtown

- Create building / infrastructure standards
- Research what other communities' downtown standards are

Strategy: Marketing / promotion of beautification

- Develop best practices pamphlet

## 4: The BRZ collaborates effectively with its partners and community

Strategy: Continue to build relationships

- Define a list of current and potential partners
- Participate in stakeholder meetings
- Conduct presentations to City and other community groups
- Invite City and other organizations to board meetings for updates

Strategy: Collaborate on programs and projects

- Continue working with the City on advocacy / promotion of businesses and the community
- Collaborate with organizations
- Promote and attend training /education opportunities

Strategy: Collaborate on events that promote / showcase downtown

- If possible, provide human and / or financial support

## 5: The BRZ fosters a growing, engaged and informed membership

### Strategy 1: Advocacy / remain the voice

- Make recommendations as a Board
- Gather input from members

### Strategy 2: Attract / diversify business membership downtown

- Look into incentives to attract businesses
- Lobby businesses to come downtown; develop a recruitment strategy

### Strategy 3: Strengthen relationships with current businesses

- Visit businesses to provide mentorship and support
- Inform businesses about BRZ activity to increase awareness

### Strategy 4: Develop membership recruitment and retention strategy

- Create a membership package / welcome package

## Action Plans

For each of the BRZ's goals and strategies, an action plan template was created to outline the specific tasks, timelines and resources required to implement the strategic plan. The action plan will be reviewed each year by the Board.

## Measurement and Evaluation

The BRZ is committed to ongoing and continuous evaluation of its activities.

### Our Commitment

- Annual review of strategic plan with measurable targets and indicators
- Membership engagement meetings and surveys to engage members in the planning process and progress
- Integrate strategic goals and priorities into board meeting discussions
- Ensure our goals and measurable objectives are updated and reviewed annually