

Strategic Focus Areas

2017-2020



Economic Development & Tourism

Capitalize on existing assets and leverage community advantages to make Brooks a desirable destination for investment and tourism.

Explore alternate forms of revenue (ICF, broadband)

Make the community more attractive to motorists on Hwy 1

- Community sign or spectacle area for photo ops
 - At Lake Stafford
 - Flower bed or Brooks sign
 - Fundraise and seek donations
- Update community entrance signs
- Landscape or plant trees along Highway 1 corridor – work with County (IMDP)
- Improve highway signage to encourage vehicle turnoff

Explore the potential to offer incentives as part of our investment attraction plan

- Land gift
- Property tax options
- Permit flexibility options

Explore opportunities with known investors and support them as required

Increase number of concerts and events held in Brooks

Branding

Advertise our assets and competitive advantages (water, land, rail)

- Find out where we should advertise most effectively
- Find out to whom are we advertising; what industries? What populations?
- Research restrictions in other areas that we could overcome and use this to attract businesses

Improve accessibility for RV Tourism

- Sewer dump stations
- Water fill stations
- Roads and routing

Ensure we are fulfilling our role as an effective service centre

- Work with attractions to discover what needs to be improved
- Make improvements as necessary
- Work with NRTA to market our services

Take a municipal reality and leverage it into an industry/advantage

- Find out if there are barriers to this innovation and break them down

Expand and enhance events in Brooks

- Make an existing event bigger (RBC Cup, Taste of Nations)
- Use events to promote our infrastructure and facilities
- Be available to assist event planners

Explore opportunities for agriculture and processing

Leverage our broadband connectivity

- Provide access for residents
- Provide access for industrial, commercial and institutional customers
- Market employment options/telecommuting to customers
- Explore potential revenue opportunities

Examine opportunities for tourism at the Aqueduct

Research and pitch to foreign markets

- Work with JBS during recruitment missions
- Explore opportunities in the Chinese market
- Use our WIC program as an asset

Municipal Infrastructure

Manage and enhance municipally-owned infrastructure to deliver efficient core services while ensuring facilities and infrastructure have capacity to serve into the future.

Make a decision about the future of raw water irrigation

- Enhance, expand, or leave the same
- Examine new technologies as they become relevant
- Automatic shut off installed to conserve water
- Increase pump capacity at Lake Stafford for surface irrigation
- Linkage to One Tree Canal in SE Sector
 - Work with the EID for permissions

Complete Potable Water Infrastructure Study

- Implementation of short term recommendations

Complete Storm Water Study

- Necessary for future project funding
- Explore cost recovery options

Develop field spaces as required

- Track, football, soccer, etc

Expansion or enhancement of Public Works Shop

Expansion or enhancement of RCMP Building

Discuss truck route bypass plan with the County (as part of IMDP)

Waste Water Treatment Study

- Shovel ready project
- Seek funding
- Explore alternatives for the short term such as irrigation

Sunnylea Lift Station assessment

- Replace or retrofit?
- Secure funding for the recommended action

Complete Fairview Reservoir piping changes

Undertake an Asset Management program

- Create sub committee
- Obtain software as necessary
- Begin program, start collecting and organizing data
- Track City-owned assets efficiently
- Allocate resources/budget effectively

Waste Water Treatment Infrastructure Study completed

- Implementation of short term recommendations
- Replace sewer line from Old Lagoon to Hort Lift Station

Arts and Culture Facility

- Make a plan for the space
- Start using the facility
- Create bookable spaces
- Managed by the ACH Board
- Review the ACH Board Bylaw to ensure clarity

Community Growth

Manage and plan for future growth through responsible use of land, effective policies and statutory plans, and efficient use of resources.

Rodeo grounds development

- Consider providing land as a gift to the developer
- Release an open RFP to review development options
- Provide a list of appropriate parameters which must be met
- Consider residential options along with non-residential

Housing affordability and availability

- Allow for alternative housing types (tiny houses, RTM)
- Have an inventory available that can support the needs of families
- Investigate and advocate to break down banking barriers for families

Explore potential for highway commercial development in SE Sector

- Research existing right of way north of MHC
- Discuss as part of the IMDP

Make Statutory Plans and Standards publicly available for greater transparency

Northwest ASP

Southwest ASP

Industrial Land Development

- Work with EID for debt repayment
- Ensure adequate inventory for potential new developments
 - Waste to Energy Facility
 - Marijuana Production Facility
- Work with private landowners to secure land within City boundaries

Residential land in South East Sector

- Ensure adequate inventory – will more be needed after the new school opens?
- Review pricing

Offsite Levy Bylaw re-write

- Research what requirements exist in the MGA
- Update and include critical infrastructure projects

ICF

Recreation, Parks and Culture Master Plan completed by 2020

- Investigate alternate recreation opportunities as desires increase
- Use existing spaces for multiple uses (cross country skiing, snowshoeing, frisbee, cricket)
- Include a plan for playground replacements

Consider and plan for impacts and responsibilities that come with community growth

- RCMP funding
 - Advocate through appropriate channels to make funding more equitable
- Employee certifications for water treatment
- Road infrastructure capacity
- Wastewater treatment capacity
- Land inventory

Commercial lots in South East Sector

- Ensure adequate inventory – will more be needed after the new school opens?
- Review pricing

Meet the requirements of the new MGA

Regional SDAB

- Designating and training of SDAB Clerk and Board

SSRP connectivity of statutory plans

Implementation of JBS Canada Centre Business Plan

- Expansion opportunities for leased spaces
- Focus on marketing and education for available services

IMDP

Environmental Initiatives

Review projects and purchases through a climate change lens to promote environmental sustainability and make commitments to water conservation, waste reduction, and energy consumption and generation.

Water conservation goals created – water conservation will support our ability to attract industry

- Measurable and specific goals that will be impactful
- EcoBrooks work to engage businesses and the community
- Communicate the overall goal/benefits to the individual
- Provide education regarding consumption
- Review a consumption-based pricing structure
 - Revenues allocated to water programming
- Install Smart water meters
 - Research grant funding availability

Review all projects and purchases through a climate change lens to capitalize on MCCAC funding

Energy reduction

- Measurable goals
- Innovation

Seek out and support community power generation projects

- Support development with Waste to Energy projects
- Partner with private sector or other municipalities

Reduce carbon footprint

Waste reduction goals created

- Measurable and specific goals that will be impactful
- Eco Brooks work to engage businesses and the community
- Communicate the overall goal/benefits to the individual
- Provide education regarding waste creation
- Consider/investigate a landfill ban on cardboard
 - Investigate options for cardboard collection sites in the city

Community Safety

Make Brooks safe for youth, families and individuals by combating youth mental health issues, keeping crime rates low, providing facilities and services for personal health, and acting as an effective partner in the delivery of social services.

Community Policing Operational Review

- Is work being done at the appropriate level?
 - Research potential revenue streams
- Proactive/preventative programs rather than reactive
- Address mental health concerns
- Address issues which may arise in certain populations (ie: PTSD)

Create a Social Services Centre to address the needs of residents

- Work with MHC to create a centre for mental health training

Investigate the implementation of new traffic safety programs

- Photo radar program
- Red light cameras
- Speed on green
- LED speed display signs

Community crime maps delivered

- Discuss with RCMP
- Work with ORRSC

Make Brooks the “Safest Place to Raise your Kids”

- Community-wide goal, buy-in required
- Work together with Social Service Agencies to realize this goal
- Market our community as such

Work with partners to bring in new mental health services

- Ensure collaboration and efficient service delivery
- Break down silos
- Integrate into existing programs

Provide sustainable and accessible public transit

- Review alternatives from the HDR study (and SAIT findings)
- Review the possibility for an open transit system
- Taxi voucher opportunities
- Rural transit opportunities
- Review scheduling software options

Advocate for funding through the Civil Forfeiture Fund

Engage youth through a Youth Advisory Council

- Work with Social Agencies and schools

Expand, enhance and educate about youth recreation programming

- Use recreation as a tool to address mental health and work to eliminate isolation
- Work in conjunction with and support the Collaborative Community Network

Apply DVIT model to youth mental health crisis

- Create a team that reacts to incidents and works collaboratively

Work to confirm viability of Non-Profits

- Break down existing silos
- Encourage collaboration
- Be a leader
- Advocacy as the City, utilize AUMA

Community Perceptions

Improve Brooks' perception to residents and outsiders through proactive communications, myth-busting campaigns, effective branding, and public engagement.

Improve community marketing and promotions

- Where do we get stats and how do we circulate them?
- What is our image to non-residents?
 - What appeals to them? How can we promote it?
- Advertise our assets and positive features
- Positive, proactive communications through diverse media (signs radio, social media, newspaper, etc)
- Engage youth for new ideas/methods of promoting

Adjust advertising requirements through review of Advertising Bylaw

Provide effective customer service through resident communications and complaint response

- Management of complaint tracking system
- Provide proactive communication to educate residents
 - Did you Know
 - Citizen Budget
 - Talk of the Town
- Continue to frame issues by providing up front information and prevent complaints
 - Home safety, fire prevention, disaster services, etc.
- Host community events/open houses to engage and educate residents

Branding

Review/Update Communications Strategy

- Create consistency in messaging across all departments

Public Engagement Strategy

- Create a strategy to ensure consistent messaging for all elected officials and senior management to use in promoting the community in both public engagement and informal discussions
- Develop promotional positive facts of the community for use in engagements and informal discussions to promote the highlights of our community and dispel misguided perceptions (recreation/WIC/crime etc...)
- Use positive facts in a "Did You Know" community campaign throughout the year

Welcoming & Inclusive Community

Enhance and expand our Inclusion Program to better engage newcomers, provide resources, and elevate Brooks' profile as a welcoming, diverse community.

Work closely with LIP Coordinator and utilize available resources to achieve community goals

Take our WIC program to the next level on the evaluation tool

- Perform a complete evaluation
- WIC Committee focus on improving score

Apply/bid to host Come Together Alberta conference for 2020

- Highlight our community, our programs and our facilities

Provide effective customer service through resident communications and complaint response

- Engage newcomers and increase participation in events and committees
- Use the Fire Department as a success story

Create resources for newcomer populations regarding responsibilities and rights

- For inside their home (daily living, safety, tenant rights, etc)
- For in the community (settlement issues, driving, garbage, etc)
- Work with LIP Coordinator, BCIS, Housing Societies, landlords, etc.

Engage immigrant populations to battle isolation

- Education about services and responsibilities
- Multiple languages
- Find appropriate avenues to connect with people
 - Safety day at JBS
 - Expert panel
 - Group discussion
- Work with ethno-community leaders

Community Partnerships

Form and strengthen effective community partnerships through updating agreements, fund allocation, fostering strong relationships and sharing resources.

Increase utilization and access to medical facilities

Consider innovative regional service delivery options, taking into account agreed upon service level requirements, needs and expectations.

- Review possible transportation opportunities
- Regionalization and rationalization for recreation
- Planning and Development
- Safety Codes Officer (building discipline)
- GIS

Eastbrook School construction

- Fulfill associated responsibilities for infrastructure
- Playground construction and funding
- Investigate an agreement for use and operation of green spaces

Support increased innovation in the medical field

Eliminate barriers between City and Chamber/BRZ regarding new businesses

- Added feature on business license to allow contacting

Francophone School Development

- Fulfill associated responsibilities for infrastructure
 - Roads, sidewalks, crosswalks, traffic calming, playground, park space, irrigation

Provide marketing materials for large employers to aid in recruitment

- Share existing pieces
- Make specific materials as required

Explore medical tourism opportunities

- Is there a desire for private operating theatres?
- Advocate for public facilities to be rented during off hours

Medicine Hat College Brooks Campus Revitalization

- Continue to participate in the process
- Advocate as necessary
- Development, aligning and paving of 2nd Avenue East

Work closely with NRSC to ensure high level service delivery

- Employee relations
- Capital project planning
- Data sharing

Update and sign a Joint Use Agreement with schools

Staff Wellness

Support and build staff wellness programs that lead to better overall staff engagement, job satisfaction, retention and recruitment abilities.

Create a Mental Health Program for staff as part of the Health and Safety Program

- Work to remove the stigma around mental health and support staff
- Provide training to staff (Mental Health First Aid, Safe TALK)
- Be a leader, be open, and promote our accomplishments

CUPE Collective Bargaining negotiations

Support staff wellness and retention programs

- Explore new ideas for in the workplace, non-compensation based programs
 - Massage, flex time, etc.
- Focus on the compensation package as a whole, not just on rate of pay
- React to Employment Standards changes and decide whether to exceed the new standards or meet
 - May require a further review of the wage grid
- Explore options in new technology, electronics, software, Artificial Intelligence, etc.
- Provide training and development opportunities which are meaningful and well utilized
 - Water treatment training as required due to provincial changes