

# Shaping Tomorrow Together





## Message from the Mayor

On behalf of the Community Strategic Plan Committees, I am honoured to have the opportunity to be the one to welcome you to the first edition of our Community Strategic Plan, **Shaping Tomorrow Together**. This project has been a significant undertaking and I would like to sincerely thank the members of our community for engaging in this process and sharing their beliefs, passion and desire for a prosperous community.

**Shaping Tomorrow Together** is an introduction of our community's vision for the future, and indicates where the community will need to focus its energies over the next five years. Community groups have worked diligently to develop these plans to assist in reaching our community's goals and many of these plans are already being implemented.

It was evident through the overwhelming community participation, residents recognize there is strength in working together to define and achieve our collective goals. We should take great pride in our forward planning, and be confident that this community effort will position Brandon for growth and enhance the quality of life for all.

This Community Strategic Plan's success will rely on broad based community involvement and cooperation to ensure we obtain our desirable future together. I encourage all of you to read this document, so that you too will be able to spot and support the work being done by each of the groups involved in assisting our community to reach its goals.

Dave Burgess  
Mayor of Brandon

# Shaping Tomorrow Together

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## Message from the Coordinator

When a community comes together and establishes a vision of “Brandon will be a vibrant and collaborative community that builds upon success to shape a solid foundation for the future” and then backs it up with implementation plans, how can someone not feel excited about being a part of that? This is exactly how I feel, and I am truly honoured to present the first edition of **Shaping Tomorrow Together** on behalf of the numerous volunteers who took countless hours out of their busy lives to shape a vision for Brandon’s future.

A Community Strategic Plan can not be developed in isolation. It requires the input, thoughts and desires of a wide cross section of our community, in order to identify the interests and to establish a common focus and vision for the community as a whole. Once completed, it provides a framework for the entire community as they plan their own futures.

Responding to the community, the City of Brandon began coordinating the community strategic planning process in the spring of 2004. Cross sections of citizens were invited to community involvement model planning. Our strategic planning process revealed a desire to preserve and enhance the traditions that make our community unique. Progress continued during planning workshops in November 2004, with the community group finalizing 9 desirable future statements for Brandon in 2010. Each of the 9 desirable future statement groups has since established an action plan that identifies goals, key strategies and implementation tasks. This document is a high level presentation of the overall planning process to date and is intended to provide a summary of the work undertaken by these groups.

For our community plan to be successful, we must continuously evaluate our progress, celebrate our successes, and check that the roadmap created is still taking us toward our desirable future. The Community Strategic Plan Leadership and Implementation Committees are committed to community involvement and have made a commitment to publish **Shaping Tomorrow Together** annually, in order to measure the community’s progression toward our vision.

This Community Strategic Plan is an ongoing process, so it is never too late to join in and make a difference! If you would like to participate please contact me at 729-2479 or [c.richardson@brandon.ca](mailto:c.richardson@brandon.ca).

We all hope you enjoy reading this document and look forward to working with you in the future.

A handwritten signature in black ink that reads "Carla Richardson". The signature is fluid and cursive.

Carla Richardson  
Coordinator  
**Shaping Tomorrow Together**  
Brandon’s Community Strategic Plan

# Structure of Shaping Tomorrow Together

## Community Strategic Plan Leadership Committee

Chaired by the Mayor, community members will be part of this group to oversee the Community Strategic Plan and to support the activity for the community. The intention of this group is to provide strong support for the actions being taken and to assist in removing barriers that may impede progress of the plan.



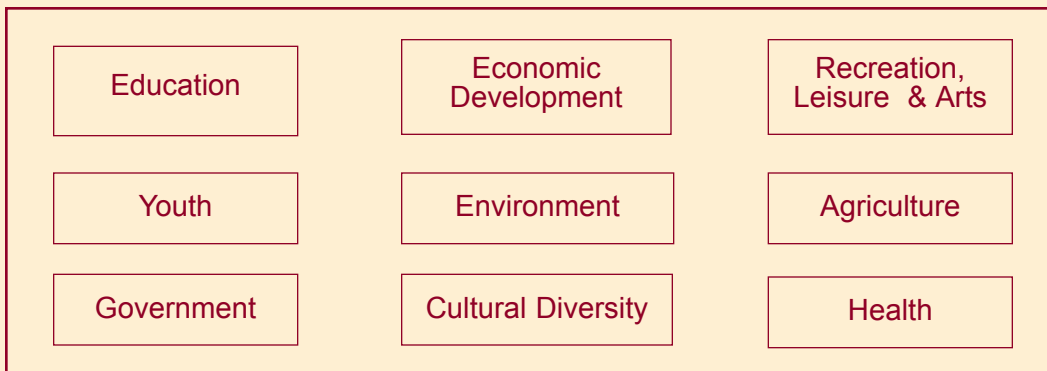
## Implementation Committee

A representative from each of the 9 Desirable Future Statement groups will be part of this committee. The purpose of this team is to provide a network for communication and support between implementation teams as they work in their specific areas.



## Desirable Future Statement

Any of the nine desirable future statement groups may interact with each other.





## **Changing the way we plan for our future!**

The process of community strategic planning provides an opportunity for the public to come together to share thoughts and ideas about what they want for their community. An important part of this discussion is in determining what actions will need to be taken and what resources are required in order for successful implementation. For community strategic planning to be done properly, it requires time, pre-planning and wide community involvement, input and follow through. A planning process, implemented correctly, helps shape the focus for the community. It also can renew and invigorate the community with a sense of direction and vision for the future. The direction from such a plan benefits everyone by allowing community groups to allocate scarce resources through understanding clearly what is important to the community.

To provide a different context, think of a community as a group of people going on a trip. The desirable future statement is the trip destination. The strategic action plan is the travel plan. Without the desirable future statement, the community doesn't know where it's going. Without the strategic action plan, they don't know how to get there or what resources they will need along the way. Consequently, if each of us were to get into a car and start driving without a destination, we would soon get frustrated when we ran out of gas in the middle of nowhere. While initially we might find the concept of exploration exciting, after a short time it would lose its luster when we had no idea when we might see our families and friends again. We all plan in our personal lives when we think about taking a trip. There is a discussion around destination, vehicle type, fuel requirements, rest stops, etc. and the process of strategic planning is simply this in a much broader perspective.

For many of the individuals that were involved with this process, they have been able to see the benefit in working together. They have been able to see first hand the power that is generated when many minds come together to dream about possibilities. Over the past 18 months, we have seen our community spirit strengthened and our commitment to achieving community goals reaffirmed. With over 180 volunteers who participated in these plans, it is clear that Brandon citizens want to be involved with our city's ongoing growth and success.

As we move from the planning phase into implementation, the commitment from community groups continues to grow. Subcommittees continue their progress by further exploring key strategies in order to achieve the plan goals. As the community strategic plan is an ongoing process, it is never too late for you to join in! If you would like to participate please contact the coordinator, Carla Richardson at 729-2479 or [c.richardson@brandon.ca](mailto:c.richardson@brandon.ca).



## Shaping Tomorrow Together

### Brandon's Community Strategic Plan Vision Statement

"Brandon will be a vibrant and collaborative community that builds upon success to shape a solid foundation for the future."

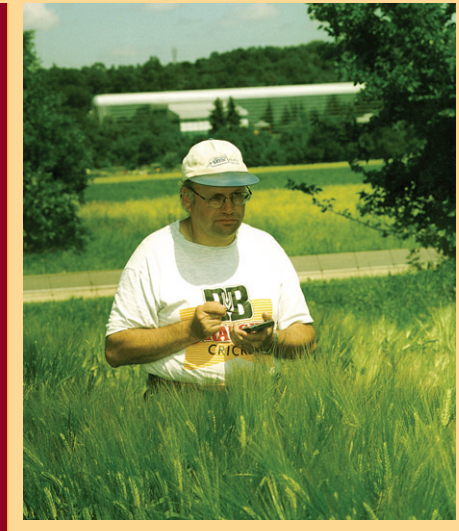
## Brandon's Desirable Future Statements

- > Brandon will be an agricultural community of excellence.
- > Brandon will be recognized as a city which values & promotes cultural diversity.
- > Brandon will be an economic & social environment which is supportive, sustainable, innovative and providing equal opportunity for all.
- > Brandon will be a recognized centre of education & training excellence.  
(Locally, Regionally, Nationally and Internationally)
- > Brandon will be a recognized leader in environmental stewardship.
- > Brandon will be a healthy community.
- > Brandon municipal government will be influentially leading locally, provincially and nationally, formally engaged with the full diversity of the community.
- > Brandon will be alive with recreation, leisure & arts.
- > Brandon will be an attractive place for youth to live, learn, work and play.

Brandon will be an agricultural  
community of excellence

# Agriculture

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## OVERVIEW

This past spring, two community workshops were held to explore what the desirable future related to Agriculture in Brandon might look like. Several agriculture and agribusiness stakeholders volunteered their time to look at what types of initiatives would make Brandon a leader in this industry. From this brainstorming session, the group developed a number of core areas that they felt would assist with positioning Brandon as a leader in the agricultural industry. Possible initiatives included developing a current inventory of agriculture related resources and businesses, establishing benchmarking data, identifying areas of opportunity, proactive agriculture awareness and education. The establishment of a clear vision of where agriculture in Brandon should go in the future was a key priority.

Throughout the decades, the importance of agriculture to Brandon is clearly apparent in the various strategic plans that have been completed. Brandon's agriculture related industries offer a wide variety of employment opportunities, with numerous positions classified as high paying jobs. The location of key agriculture related industries at various times in the community's history have resulted in significant spin off growth both in new businesses and residential construction as well as prompting the local community college to diversify its agriculture class offerings.

## KEY COMPONENTS

As indicated in the planning workshop, there is a vital need to increase the awareness & recognition within our community that the agricultural industry plays a critical role in our economic base and future growth. Local residents generally understand the simplicities of the traditional forms of agriculture and how they impact Brandon, however the majority are unaware the cutting edge businesses that we have in our community and how the level of disposable income in the community is so directly tied to the health of the surrounding agricultural area.

Agribusiness is one of the key economic generators in Brandon but there is limited awareness at the average resident level and often at the business level of the links that exist within the industry. Identifying and celebrating the benefits that agribusiness brings to our daily lives is an important part of education & awareness for our community.

Resources must be allocated for researching future AG trends and the feasibility of implementation in Brandon. There are untold opportunities that exist or will emerge in the Agriculture industry but it is important to gather information and make an educated decision of which opportunities will be successful in our community.

The Agriculture industry as a whole is very large and made up of many independent sectors. If Brandon's agriculture industry is to prosper, we must get all industry stakeholders communicating on a regular basis so that they are able to combine their resources, to accomplish larger goals.

## RECOMMENDED FUTURE ACTIONS

1. Identify 1 or 2 key goals through consultation with local Agriculture stakeholders that will advance Brandon's position as an Ag leader. A mix of individuals that includes those directly and indirectly involved in the Ag industry must drive the pursuance of the selected goal(s).
2. Develop a means of gathering Ag development opportunities from local Ag stakeholders for further research and exploration.

This Plan overview was approved by the Agriculture Steering committee on September 14, 2005.



Brandon will be recognized as a city  
which values & promotes cultural  
diversity

# Cultural Diversity

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## INTRODUCTION

In creating a strategic plan for the goal "Brandon will be recognized as a city that values and promotes cultural diversity," it was decided that using an existing community network would facilitate the process more efficiently than creating a new network. The Brandon Race Relation Network's mandate was already quite similar to the strategic plan goal and was a group that was already meeting and committed to carrying out an action plan to promote cultural diversity and race relations in the city of Brandon.

In 2003 the Race Relations Network conducted a series of strategic planning workshops to brainstorm what direction the Network would like to see Brandon going in the next three to five years. This plan is as a result of collaboration between numbers of community representatives.

When the Race Relations Network was approached about being the host committee for the Community Strategic Plan goal, they reviewed their strategic plan and updated and prioritized actions to address changes in the community and activities completed to date.

### **Brandon Race Relations Network**

The purpose of the Brandon Race Relations Network is to facilitate community cultural learning and racial harmony.

Guiding principles will include:

- Promoting racial harmony and respect for diversity,
- Fostering partnerships among individuals, groups and organizations,
- Sharing information and coordinating activities,
- Creating opportunities for cultural learning, and
- Building on community strengths.

### **Desirable Future Statement from the Community Strategic Plan - "Brandon will be recognized as a city that values and promotes cultural diversity."**

1. Everyone feels a part of the community while respecting and cherishing their own culture and respecting the cultures of others.
2. People are educated about the cultural groups and aware of diversity within the group.
3. Culturally appropriate services are available to Brandon residents.



Based on these goals and the purpose of the Race Relations Network, the following Plan Categories and Actions form the basis of the Brandon Race Relations Network Strategic Plan:

1. Develop a Community Race Relations Education Plan
  - Create an inventory of existing race relations education initiatives by existing organizations
  - Form partnerships with media to promote cultural awareness and reduction of racism
  - Support ongoing cultural competency training for residents, service providers and employers.
2. Coordinate and partner with community members and organizations
  - Foster inclusive representation on the Race Relations Network
  - Hold regular meetings (6 meetings a year)
3. Promote Culturally Accessible and Appropriate Services
  - Creation of a video for new immigrants on how and where to access services, available in a number of languages
  - Support ongoing cultural competency training for residents, service providers and employers
  - Create a list of translators/interpreters for Brandon
4. Promote Interracial Harmony through Celebration and Recognition
  - Support the hosting of cultural celebrations in the community
  - Celebration of March 21st - International Day for the Elimination of Racism
5. Diversification in the workplace
  - Encourage and support employers to hire workers from a variety of backgrounds (this is a longer term goal and will not be the focus of activities for this first year)

The five plan categories were based on the following discussion of obstacles and three strategies laid out in the 2003 Brandon Race Relations Strategic Planning Workshops final report as presented by Sharon Young. The strategies are provided for information on the background of where the current plan strategies originated. It represents only a portion of the complete document which can be obtained from the Brandon Race Relations Network.

Brandon will be recognized as a city which values & promotes cultural diversity.

## Strategy 1

### Develop a Community Race Relations Education Plan

#### Present Strengths

- We have groups who are willing to work together
- Existing programs to build upon
- Examples of "Role Model" program to follow
- Community support from City, RHA, BSD

#### Present Weaknesses

- People are busy/time restraints
- Need organization and staff coordination to accomplish
- No financial resources at this time
- Lack of diversity on committee

#### Benefits for the future

- Racial harmony
- Availability of information and contacts
- Inspiration for people of various races

#### Future dangers

- Could be too much work to accomplish - discourage ourselves
- Could have greater racial disharmony arise (may be short-lived)
- May highlight differences and create tensions or suggest elitism

### POSSIBLE ACCOMPLISHMENTS

- Inventory of what is happening regarding race relations' education by existing organizations (send out questionnaire)
- Audio-visual presentations of what existing groups are doing
- Race relation links of community organizations involved
- Support each other: support letter for grants
- Media relations - regular 2-3 page presentation in community newspaper
  - News (radio and TV) spots on race relations and organizations
  - Provide them with packages of information (dates/people to interview)
- Brandon School Division insert in Brandon Sun
- BSD has some courses that look at world issues/history; education available i.e. human geography / world issues
- Posters/flyers on role models from different racial background (some are existing, but we could do more types)
- Web site links of "race relation-related" organizations



## **SPECIFIC ACTIONS**

### **Inventory**

- Develop questionnaire
- Mailing list
- Mail out (prize for completing/incentives)
- Organize the responses
- Find funds to gather and collate
- Database to maintain information

### **Internet**

- Search for organizations' web addresses
- Questionnaire - ask about web addresses
- Develop list of web addresses in Excel spreadsheet
- Disseminate to organizations to post on sites
- Someone to coordinate

### **Media Partnerships**

- List of key dates (events/ celebrations/ Chinese New Year, etc.) sent to media
- Send names of role models from different cultural backgrounds

### **Posters**

- List of who role models are
- Approach role models
- Price out posters/flyers
- Coordinate finances
- Produce posters
- Distribute posters

Brandon will be recognized as a city which values & promotes cultural diversity.

## STRATEGY #2

Coordinate and partner with community members and organizations.

### Present Strengths

- forceful impact on the community
- costs may be shared
- bigger event
- more representatives

### Future Benefits

- manageable communication

### Present Weaknesses

- conflicting ideas
- lack of resources (money and time!)

### Future Dangers

- none noted

### POSSIBLE ACCOMPLISHMENTS

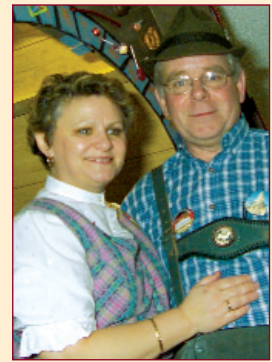
- Rotating meetings ( 6 meetings a year)
- Central network which can provide information
- Speakers' bureau
- Pro-Active approach to race relations
- Diverse membership
- Consistency of all the meetings
- Coordination of community education

### Measurable Accomplishment

- Hold 6 meetings per year

### SPECIFIC ACTIONS

- Assign someone to host and chair next meetings
- Choose a specific and regular date of the month
- A central number to call (WestMan Multicultural Council)
- Information pamphlet (in different languages) about all organizations available.



## Strategy 3

### Promote interracial harmony through celebration and recognition

#### Present strengths

- strong committee in place
- diverse community representation
- growth phase of diverse cultures
- creating a feeling of community involvement

#### Present weaknesses

- recent history (casino issue still an open wound for the aboriginal population)
- Financial/human resources
- Time commitments

#### Future benefits

- education
- community involvement
- having new people feel a part of the community
- utilizes/recognizes cultural skills

#### Potential dangers

- someone being left out
- people who oppose cultural harmony

#### POSSIBLE ACCOMPLISHMENTS

- folk, cultural festival
- celebrate diversity of cultures
- May of the year - renewal of new season
- Recognition of cultures through events
- Highlight - ethnic food, dress, music, dance, art, cultural uniqueness (education)
- World tour of mini-pavilions (World Showcase Pavilions)

#### SPECIFIC ACTIONS

- Organize committee of stakeholders (sub-committee of Race Relations)
- Identify all stakeholders (all cultures)
- Media as a partner
- Create funding plan (grants, public funding & corporate sponsors)
- Identify resources
- Location selection/time/participants
- Corporate involvement/Provincial/federal sponsorship
- Evaluation
- Look at history - areas and events that are similar in nature locally and in other cities
- Possible locations: Riverbank, Keystone Centre, Rideau Park

Brandon will be recognized as a city which values & promotes cultural diversity.

## SUMMARY AND RECOMMENDATIONS

Over the course of the three workshops, those in attendance worked collaboratively to create some initial strategic directions for the Race Relations Committee following the Institute of Cultural Affairs (ICA) method for strategic planning.

Three strategies evolved in the final workshop to reflect the Practical Vision that was set in the first workshop. "Diversification in the Workplace", which as a vision statement in the Practical Vision was not included in the strategy setting exercise. This is not surprising as it is a more complex and long-term strategy, plus the focus of the exercise was to look at the next year to year and a half time-frame. In the future, the Race Relations committee might wish to consider making recommendations to community leaders and the business sector about mentoring leadership programs and fostering equal opportunity strategies where appropriate.

Overall, participants were focused on action and committed to developing the Race Relations Committee direction and agenda. The time lapse between workshops (three months) and the availability (or lack of) participants was a challenge to the process, but the group persevered! All of the strategies developed in the third workshop are realistic and appropriate.

The goal of the workshops was to help the Committee to gain some direction for projects that they felt could be accomplished as a group. Some next steps to consider are:

1. Balancing personal/organizational resources with the expectations of the group. It's highly recommended that entire group spends some time digesting the workshop results, reviewing and understanding the ideas and reach consensus/agreement over which projects the group will proceed with and shared ownership of group tasks. More ideas may arise as the group discusses the strategies more extensively. The strategies as outlined are meant to provide some guidance and to help the group get started on projects. Setting out a calendar of actions over the next year is also advisable.
2. The Race Relations Committee might consider changing its name to "Coalition" or "Network" to describe its mandate more clearly. "Committee" suggests a formal reporting mechanism that this group does not have. A network suggests the group shares information and resources when applicable and fosters collaborative relationships towards common goals.
3. Ongoing discussion about each organization's role in race relations in the community. From these discussions, setting a Terms of Reference that clearly states the mission, vision, values and purpose of the group, its membership, leadership structure, how often it meets and so forth is recommended. This could be worked on by a small sub-committee and brought to the regular meeting for its approval following discussions in the larger group.
4. Distributing a membership list with contact information for each member would aid in communication (name, organizations, address, phone, fax, email).
5. Creating a logo or slogan to identify who the Race Relations Committee is, speaks to its values, and is easily recognizable to the community at large. Suggest that the Committee refer to some of the slogans suggested in the strategic planning worksheets and build upon those ideas.
6. Developing partnerships within the group and the broader community takes time. Trust develops as people share positive experiences together. Building upon success and indicators of moving forward/progress is vital to the sustainability of the Committee.
7. It's suggested that the Committee address a strategy initially that involves and energizes the whole group. A project that is fun and time-limited is a good place to start. Other Individuals/groups/organizations who are not part of the committee could also be involved and built into the strategy. It's important to take on a project that is manageable and is smaller in scope to start with.



Brandon will be an economic & social environment which is supportive, sustainable, innovative and providing equal opportunity for all

# Economic Development



## INTRODUCTION

This plan is intended to meet two objectives. The first objective is to define the community's desired future for the local economy and develop actions to move towards that future. The second objective is to engage the local community so that they are proactively involved in economic development activities for Brandon, augmenting the efforts of local economic development organizations.

This plan is as a result of collaboration amongst community representatives and is broken down into a number of different strategies:

- Further economic development activity in Brandon through networking and partnerships of Economic Development Stakeholders
- Offer an environment conducive to Economic Development
- Support the retention and growth of existing businesses
- Enhance existing and develop new relationships with Municipal, Provincial and Federal Representatives
- Facilitate the creation (growth) of well paying value added business.
- Prepare the community for future growth
- Position Brandon as a tourism destination



## STRATEGY #1

Utilize networking and partnerships amongst Economic Development Stakeholders to further economic development activity in Brandon.

### GOALS:

Short Term: To have a solid understanding of the roles and objectives of the various organizations and agencies that work on the areas of business and economic development within the city and immediate area.

To have established a communications link with these organizations and agencies and made them aware of the Economic Development plan.

Long Term: To have developed a working relationship with Economic Development partners that is regularly supporting growth by working together.

### ACTION PLAN:

1. Identify business / economic development stakeholders.
2. Completion of the EDSAP communication / cooperation survey for these agencies and organizations.
3. Share the results of the communication / cooperation survey with business / economic development organizations to celebrate successes and respond to identified obstacles / barriers.
4. Create a committee to hold follow up meetings and discussions with the identified group to ensure that they understand the economic development plan.
5. Establish a plan for how the synergies of this group can be coordinated to capitalize on opportunities for economic growth.
6. Set up an annual meeting with organizations involved with business / economic development to network, share information and plan for the next 12 months.
7. Set up a process whereby those agencies involved in business / economic development share newsletters, strategic plans, new initiatives regularly with EDSAP.

Brandon will be an economic & social environment which is supportive, sustainable, innovative and providing equal opportunity for all.

## STRATEGY #2

Offer an environment conducive to Economic Development

### GOALS:

- Short Term: Development barriers and complicated processes are known or being identified and improvements are happening.
- Long Term: There is a coordinated effort to help businesses with their needs. Marketing and promotional initiatives can truly promote Brandon as being open for business.

### ACTION PLAN:

1. Understand the seamless delivery initiative that is currently underway with the BAPB and the City of Brandon.
2. Identify development areas of concern from the communication / cooperation survey being completed and other sources.
3. Develop a plan to understand development processes and work towards removing any barriers that may exist.
4. Review marketing and promotional materials.
5. Identify ways that the promotion of our open and welcome environment can be maximized.
6. Engage the local business people to promote Brandon as a preferred business location.





## STRATEGY #3

Support the retention and growth of existing businesses

### GOALS:

- Short Term: Existing business is aware that there is support for the growth of their business.
- Long Term: Barriers to the growth of business are identified and the appropriate groups are taking a coordinated approach to support growth of existing business.

### ACTION PLAN:

1. Complete the communication / cooperation survey of existing businesses and analyze the results.
2. Review the business survey completed by the Brandon University RDI department in partnership with Economic Development Brandon and IRAP and determine if there are areas in which support is required.
3. Act on areas identified in the communication / cooperation survey as needing support.
4. Develop a plan to improve the availability of skilled labour.
5. Profile existing businesses (50+ employers) to understand their economic impact on the community and to understand their unique contributions.
6. Develop a plan for ongoing communication with existing businesses.

Brandon will be an economic & social environment which is supportive, sustainable, innovative and providing equal opportunity for all.

## STRATEGY #4

Enhance existing and develop new relationships with Municipal, Provincial and Federal Representatives.

### GOALS:

Short Term: Municipal, Provincial and Federal representatives are aware of EDSAP, the Economic Development Plan and have met the people involved.

Long Term: Municipal, Provincial and Federal representatives are knowledgeable of economic development activities and there is support of the current and longer term initiatives.

### ACTION PLAN:

1. Identify the appropriate government representatives and develop a contact list.
2. Arrange meetings with the above and bring them up to speed regarding the economic development plan. (may require a presentation package).
3. Understand Municipal, Provincial and Federal priorities and how they may impact Brandon both negatively and positively.
4. Develop a communications strategy to maintain contact on a regular basis.
5. Where appropriate, identify projects and appropriate funding programs and initiate proposals.

## STRATEGY #5

Facilitate the creation (growth) of well paying value added business.

### GOALS:

Short Term: Establish a capital pool of local investors and agencies and have the knowledge of out side funding sources.

Long Term: Investors, local and from outside recognize the opportunity for investment in solid growth business in Brandon.

### ACTION PLAN:

1. Create a contact list for investors who will support new and existing business growth along with their preferred type of investment.
2. Ensure that other funding groups/agencies are aware and supportive of the economic development plan.
3. Establish the contacts for outside investment groups.
4. Establish a way that investors can make themselves known in a confidential manner.
5. Establish a process for bringing opportunities and investors together.
6. Identify clustering opportunities within existing industries so that they may be further developed and/or capitalized on.

Brandon will be an economic & social environment which is supportive, sustainable, innovative and providing equal opportunity for all.

## STRATEGY #6

Prepare the community for future growth.

### GOALS:

- Short Term:
1. Secure regularly scheduled east and west jet service.
  2. Publish an infrastructure overview relating to economic growth that includes current realities, forecasted needs and corresponding planning documents.
  3. Develop a realistic picture of Brandon's labour market including current realities, forecasted trends and a plan to supply a labour force that meets today's and tomorrow's needs.
- Long Term:
4. Implement the labour force plan.
  5. Use the economic development, infrastructure and labour force plans on a daily basis to guide growth.

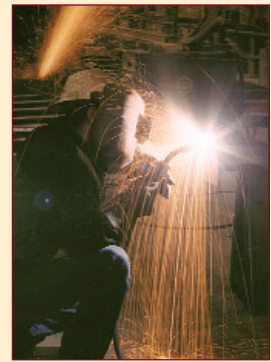
### ACTION PLAN:

#### Goal #1:

- Maintain contacts with the airline industry via quarterly updates on growth in Brandon.
- Research service in similar centres, smaller regional carriers, community based aircrafts to assess viability and interest.
- Formalize airline incentive package.
- Engage the community when appropriate
- Develop and publish an airport development strategy for the City that will articulate the vision for the airport and adjacent lands.

#### Goal #2

- Inventory utility infrastructure to determine current capacity, limitations, opportunities and plans to enhance said infrastructure
- Inventory undeveloped land to determine available acres, location, zoning and level of readiness for development.
- Map undeveloped land in electronic format with colour coding for zoning and state of readiness for development.
- Share inventory and map with realtors, developers, the province of Manitoba and other interested parties on an annual basis.
- Review existing infrastructure plans.
- Familiarize ourselves with / advocate for a 20 year plan for an adequate supply of non-residential land.
- Familiarize ourselves with / advocate for a long term strategy that ensures non-residential land is serviced in a cost effective manner.



## STRATEGY #6

Prepare the community for future growth.

### Goal #3:

- Complete a labour market analysis.
- Publish a labour market overview.
- Educate key community stakeholders on the labour market picture today and identified future trends.

### Goal #4

- Establish partnerships for the implementation of the action items contained within the labour market analysis.
- Implement the actions resulting from the labour market analysis.
- Annually monitor and share publicly the labour market plan results

### Goal #5

- Place the information gleaned from goal #3 in the hands of those that plan for and make decisions around future growth.
- Meet every six months with decision makers to ensure the infrastructure, economic development and labour plans are front of mind.

Brandon will be an economic & social environment which is supportive, sustainable, innovative and providing equal opportunity for all.

## STRATEGY #7

**Position Brandon as a tourism destination.**

### GOALS:

Short Term: Brandon will be recognized throughout Canada as a premier destination for holding events, meetings, conferences and conventions.

### ACTION PLAN:

- Familiarize ourselves with Brandon First priorities and action plan.
- Identify gaps and/or opportunities to augment the actions of Brandon First in areas such as community education around the group business market, tourism product development and packaging, destination marketing, etc.
- Review, refine and prioritize activities / initiatives developed during the tourism planning sessions relating to this goal.
- Implement activities / initiatives as per priorities.
- Annually review progress and adjust plans accordingly.

Mid - long term: Based on our cultural strengths, proactively market 10 day trip options for the leisure traveler that are experiential in nature.

### ACTION PLAN:

- Inventory existing day trips or portions of day trips.
- Mystery shop each day trip.
- Establish base line visitor day for each day trip.
- Develop new day trips
- Where appropriate / desired enhance day trips to ensure they are market ready & responsive.
- Identify key target markets for the day trips.
- Focus one full year on proactively attracting leisure travelers via the day trips offered.
- Track and report annually the results of the daytrip marketing efforts.

Long term: Brandon is recognized Canada wide for a particular tourism brand.

### ACTION PLAN:

- Identify a group of people that are visionary by nature and / or are core idea generators. The core idea generators will include visionaries, well traveled members of the community, patrons, media, etc.
- Bring the group together to brainstorm a possible tourism brand with the assistance of an outside facilitator.
- Through tourism stakeholder / core idea generator input, the ideas generated during this session will be narrowed down to 3 or so possibilities.
- The identified possibilities will be taken out to the broad tourism stakeholder community for discussion and final selection of one brand.
- With a final brand selected, efforts will begin to rebrand the community from a tourism perspective. A plan will be developed for this process.



Brandon will be a recognized centre of education & training excellence - locally, regionally, nationally and internationally

# Education



## INTRODUCTION

The direction for establishing the following Goals and Objectives was provided through a community consultation process. This group proposed the statement: "Brandon will be a recognized centre of education and training excellence - locally, regionally, nationally, and internationally.

The general ideas and areas to include were further enhanced by a consultative process involving members of the education community within Brandon Manitoba. These Goals and Objectives are offered as things to consider including in existing strategic plans currently developed or being developed by educational institutions within Brandon.

The City of Brandon's goal in all of this is to be aware of the great educational culture that Brandon has and to be able to sing its praises, carrying the message far and wide that Brandon is a great place to learn!



**LOCAL NETWORKING PARTNERSHIPS**

**GOAL 1: To have good communication between community education providers.**

**OBJECTIVE:**

To continue to develop a communication network of all local education providers.

**STRATEGY:**

- 1. Identify extent of network.
- 2. Determine the focus of the network.
- 3. Establish framework of the network.
- 4. Establish a process to evaluate the network.

**RECOMMENDED ACTIONS:**

- 1. Identify all potential partners
  - a. Brandon University
  - b. Brandon School Division
  - c. Assiniboine Community College
  - d. Brandon Regional Health Authority
  - e. City of Brandon
  - f. Brandon Chamber of Commerce
  - g. Market educators
  - h. Training websites
  - i. Other education and training
  - j. Provincial government
    - i. Establish contact lists
    - ii. Hold one meet and greet meeting in first year
- 2. Determine subject matter to be the focus of the network
  - a. Share future project ideas
  - b. Participate in problem solving
  - c. Identify gaps between each others' programs and services in education
- 3. Determine the contact methods to be used
  - a. e-mail, fax, letter, newsletter, meetings
  - b. Collect contact information
- 4. Establish a process to evaluate the effectiveness of the network
  - a. Feedback from network users
  - b. Evidence of access to additional resources:
    - i. people
    - ii. technology
    - iii. programs
    - iv. specialties
  - c. Evidence of strengthened communication and programs
  - d. Evidence of improved experience for students

## LOCAL NETWORKING PARTNERSHIPS

**GOAL 1.2:** To have easy access to information about education programs.

**OBJECTIVE:**

To link existing information systems so clients have access to current information

**STRATEGY:**

1. Identify extent of web linkages
2. Establish process to link the variety of websites.
3. Place links on existing websites.
4. Establish process to evaluate the network.

**RECOMMENDED ACTIONS:**

1. Identify all related website partners where linkages may be of benefit.
2. Determine process to create links
3. Place links on existing websites, such as:
  - a. Brandon University
  - b. Brandon School Division
  - c. Assiniboine Community College
  - d. Brandon Regional Health Authority
  - e. City of Brandon
  - f. Brandon Chamber of Commerce
  - g. Market educators
  - h. Training websites
  - i. Other education and training
  - j. Provincial government
4. Determine a process to evaluate the effectiveness of the network:
  - a. Users of the sites
  - b. Employer feedback
  - c. Webcounter
  - d. Webmaster feedback

## STEERING COMMITTEE FOCUS

**GOAL 2:** To have an active Steering Committee for the Education component of the City of Brandon's Strategic Plan.

**OBJECTIVE:**

To review and understand education in a global sense with the purpose of enhancing networks and informing the world about our good thing.

**STRATEGY:**

Utilize a partnership arrangement that draws input from all institutions providing education within Brandon and area.

**RECOMMENDED ACTIONS:**

1. Build a team of partners to discuss, recommend and encourage development of educational networks and awareness
  - a. BU, BRHA, ACC, BSD, City, Chamber institutions, all institutions
  
2. Develop a review process of all education related goals and objectives:
  - a. Strategic Plan areas include:
    - i. Funding
    - ii. Technology
    - iii. Emergency Services
    - iv. Local Networking Partnerships
    - v. Employment
    - vi. Marketing
  - b. Areas for review include:
    - i. Public awareness
    - ii. Prioritizing our efforts - support and promote excellences
    - iii. Involvement of students
    - iv. Identifying individual talents - encourage
    - v. Identifying current and future community needs
    - vi. Accurate assessment of processes at all levels (pre and post secondary) to assure competency levels
      - locally
      - provincially
      - nationally
      - internationally

Brandon will be a recognized centre of education & training excellence - locally, regionally, nationally and internationally

## EDUCATION / MARKETING PLAN

**GOAL 3:** To have a community-wide integration of marketing activities related to Brandon as a great educational City.

**OBJECTIVE:**

To inform the general public--nationally, provincially and locally--that Brandon is a great educational town.

**STRATEGY:**

Utilize partnerships within southwestern Manitoba to develop a campaign that articulates a message of excellence nation wide - Brandon is the best, learn here!

**RECOMMENDED ACTIONS:**

1. Bring the partners together to discuss and develop concept that Brandon is the 'northern light' for education in the Province.
  - a. BU, BRHA, ACC, BSD, City, Chamber institutions, all institutions
  - b. Involve Tech departments, PR departments of partners
  
2. Develop an implementation plan
  - a. Implementation Team members
  - b. Communications coordinator (City Hall)
  - c. Writers
  - d. Messages
  - e. Financial Resources
  - f. Identify target audiences
    - i. Public
    - ii. Governments
    - iii. Educational Councils
    - iv. Embassies
  
3. Develop and implement a plan to get the word out:
  - a. Combination of all media
    - i. Citywide institutional web site - always up-to-date (Sept 05)
    - ii. Billboards
    - iii. Newspapers - local, weekly
    - iv. Highway signage - tell where, what, when (June 2005)
    - v. Brochures
    - vi. Christmas cards
    - vii. Promotional materials
    - viii. Brandon Education Week
    - ix. ½ way tree sign
    - x. Bus stops - Toronto, Calgary, Saskatchewan
    - xi. Electronic media - radio jazz, CBC, TV
  - b. Kindergarten through college and university
  - c. Governmental agencies
  - d. Internal populations of partners





## EMPLOYMENT

**GOAL 4:** To have an educational system that is connected to the business community so that it will meet current and future needs of employers, employees, and educational institutions.

### OBJECTIVE:

1. To understand the skill sets that employers require of employees.
2. To provide the community with an awareness of potential employment opportunities identified from research.
3. To ensure training meets current and future opportunities
4. To provide the community with an awareness of the changing labour force demographics in Brandon.
5. To ensure institutions take advantage of training opportunities presented by business growth.

### STRATEGY:

1. The City of Brandon Economic Development Office will lead a needs identification process to determine skill sets required by employers now and in the future.
2. Link employment opportunity awareness with research on potential business growth.
3. Conduct a gap analysis and share the results.
4. Gather and share current and projected demographic information with employers and the community.
5. Link business growth with training opportunities

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## RECOMMENDED ACTIONS:

1. With possible assistance/grants from Brandon University Rural Development and Manitoba Employment & Training Services, conduct:
  - Survey
  - Interviews
  - Focus groups
2. Begin sharing with educators information on business opportunities identified in research.
3. Conduct:
  - a gap analysis on training delivery versus needs
  - the results of the gap analysis will be shared with institutions and government
  - date, identify training areas for expansion and/or development
4. Provide information to employers and community regarding labour force demographics including:
  - Aging population
  - First Nation youth numbers
  - Immigrants
  - Disabled
  - Seniors as potential employees
5. Establish a link between the City of Brandon Economic Development Office and educational institutions to provide economic growth information.

## TECHNOLOGY

**GOAL 5: To have the technological resources and support that will ensure leading edge educational opportunities are possible.**

### OBJECTIVE:

To have a high-speed network that supports video conferencing and provides access to a website that serves the community's needs related to education.

### STRATEGY:

Involve all IT Departments who support the various local educational programs to enhance and link what is currently available.

### RECOMMENDED ACTIONS:

1. Contact IT Directors to establish a working group:
  - a. Brandon University
  - b. Brandon Regional Health Association
  - c. Assiniboine Community College
  - d. Brandon School Division
  - e. City of Brandon
  - f. Chamber of Commerce
  - g. All institutions
2. Seek funding:
  - a. Municipal
  - b. Provincial
  - c. Federal
  - d. Corporate
3. Develop an understanding of current capabilities
  - a. Communication link
  - b. Website - dedicated to education/training in Brandon
4. Determine what is required
  - a. Central Site
  - b. Bulletin boards
  - c. Chat rooms
  - d. Issues - early years Question and Answer

## EMERGENCY SERVICES

**GOAL 6:** To have a level of emergency response training that educates the community while it educates emergency response students.

### OBJECTIVE:

To conduct a trial exercise that involves a neighbourhood and its inhabitants who directly participate in the simulation.

### STRATEGY:

1. Identify and contact potential partners.
2. Meet with partners to formalize roles.
3. Conduct trial exercise.
4. Design a follow-up exercise
5. Design and implement community involved exercise program.

### RECOMMENDED ACTIONS:

1. Identify and contact potential partners interested in developing this idea.
2. Meet with partners to formalize roles:
  - a. exercise design team
    - i. determine size of area for exercise
    - ii. determine number of people to be evacuated
    - iii. adjust existing exercise to chosen geographical area
    - iv. determine resources to be utilized
    - v. determine date and time
  - b. participant liaison team
    - i. assign lead contact from exercise team
    - ii. recruit neighbourhood and volunteers
    - iii. recruit lead contact from neighbourhood
    - iv. provide entertainment at reception centre
    - v. provide food and drink
    - vi. provide return transportation (if not part of exercise)
    - vii. provide certificate of participation
    - viii. provide door prizes
  - c. budget
  - d. advertising
    - i. recruiting neighbourhood
    - ii. building support for concept
    - iii. educating population
  - e. media



# EDUCATION

3. Conduct trial exercise.
  - a. exercise
  - b. debrief
  - c. write recommendations
  - d. evaluate and adjust process for future exercises
4. Design a follow-up exercise
  - a. based on the trial
  - b. that involves participants from outside Brandon
  - c. to demonstrate the concept to interested officials
    - i. PS&EP
    - ii. politicians
  - d. to showcase Brandon as leading edge in this training
5. Design and implement community involved exercise program:
  - a. conducted on a regular basis
  - b. with participants from across Canada
  - c. observed by invited officials from across Canada

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## EMERGENCY SERVICES

**GOAL 7:** To have adequate funding to meet the needs of the Education component of the City's Strategic Plan.

**Note:** this goal is contingent on the identification of, by the other sub-committees, the major objectives; together with who is already doing them, and finally what objectives are left. Funding objectives can then be more fully developed.

### OBJECTIVE:

To access funding that will support educational research and adult secondary education.

### STRATEGY:

1. Build community support for local education tax increases.
2. Lobby government for student financial aid for adult secondary students
3. Provide scholarships for excellence.

### RECOMMENDED ACTIONS:

1. Develop a program to educate the public
2. Identify and meet with appropriate governmental officials
  - a. Provincial
  - b. Municipal
    - i. reduce student costs in the city - transit, recreation
    - ii. reduce institutional costs - downtown property tax
3. Seek sponsors:
  - a. Corporate
  - b. Federal, Provincial, Municipal



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# Environment



## INTRODUCTION

This plan is intended to meet two different requirements. The first requirement is as a result of the Community Strategic Plan development where the scope for the plan is to look out five years; the second requirement is as a result of being named a C4 Community where the scope is in the range of one to two years.

This plan is as a result of collaboration between numbers of community representatives.

The plan is broken down into a number of different categories:

- Commercial / Industrial Opportunities
- Community Recognition
- Development
- Energy
- Green Space Development
- Solid Waste Management
- Transportation
- Water



## PLAN CATEGORY:

### Commercial/Industrial Opportunities

#### GOALS / OBJECTIVES:

1. Using environment enhancement as a guiding principle, develop an eco-economic development strategy for the City.

#### PARTNER ROLES:

- **Government** to put in place regulations that identify the true cost of disposing of waste and make decisions related to these costs.
- **Province of Manitoba** to continue to provide economic support for recycling in the community and for developing business plans to divert waste streams.
- **Manitoba Hydro** to provide expertise in the development of a waste to energy strategy.
- **Federation of Canadian Municipalities** to provide an avenue for funding of the study and potential implementation of specific projects.
- **Economic Development Strategic Action Planning Group** to incorporate the findings of the industrial waste map into their Economic Development Strategy for attracting business to the community.
- **Local Industry** to participate in developing a waste inventory database and to investigate possibilities of incorporating technology to better use their waste streams.

#### KEY STRATEGIES:

- Develop a community waste inventory database;
  - Incorporating the inputs required by each industry
  - Incorporating the waste outputs of each industry
- Investigate possible technologies that could be incorporated into the community to use waste either as a consumable or for generating power.
- Develop a position paper as to the feasibility of establishing an electronic waste processing facility including funding strategy.
- Change industrial practices from waste generators to resource generation wherever possible such that existing industries grow and new industries are attracted to Brandon.

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## IMPLEMENTATION TASKS:

TASK	DURATION
- Establish a baseline for Green House Gases in the community using the Federation of Canadian Municipalities Assessment Tool.	3 Months
- Obtain funding from the Federation of Canadian Municipalities for a consultant to undertake the development of a solid waste inventory data base for the industrial community.	2 Months
- Develop the solid waste inventory data base for the community.	6 Months
- Provide findings to the EDSAP Group for incorporation into their strategy.	1 Month
- Research possible technologies that could be applied to various large quantity waste streams for use or for power generation.	6 Months
- Develop a "go forward" strategy on community projects based on impact within the community .	3 Months
- Research possible funding streams for community projects and develop funding proposals.	6 Months
- Implement community projects as funding is available.	Ongoing
- Develop a position paper on the feasibility of establishing an electronics waste processing facility.	6 Months

## OUTCOME INDICATORS/MEASUREMENT TOOLS:

- A Waste Inventory Database for the community.
- An overall reduction in Green House Gases from the base line established in early 2005.
- An increase in the number of alternative energy sources in use throughout the community.
- An increase in the number of industries using local waste streams as inputs into their processes.



**PLAN CATEGORY:**

**Community Recognition / Awareness**

**GOALS / OBJECTIVES:**

1. To raise community awareness of environmental efforts in the community through a variety of communication devices.
2. To raise community awareness of programs and actions that individual citizens can undertake to be more environmentally responsible.

**PARTNER ROLES:**

- **Local Media** to provide a communication medium in order to reach citizens in a variety of means.
- **Government** to provide a format for communication on websites, during speeches, in literature, etc.
- **C4 / OTC** to provide expertise and funding for citizen engagement campaigns.
- **Local Commercial Business** in conjunction with other groups to provide "green" purchasing alternatives and programs for citizens.
- **Brandon Chamber of Commerce** to provide recognition of businesses who are actively working towards becoming "green".
- **Citizens** to provide input for recognition within the community.
- **Brandon Environmental Council** to assist in identifying and recognizing individual contribution to environmental stewardship.
- **The Marquis Project** to assist in identifying and recognizing youth's contributions to environmental stewardship.
- **Brandon and Area Community Foundation** to assist in providing a format for funding and communication.
- **Brandon University / Assiniboine Community College** to work with students to discuss potential community projects that would enhance their learning while being involved in the community.

**KEY STRATEGIES:**

- Establish an awards or recognition program that honor/recognize the efforts of ordinary folks, as well as corporations.
- Establish a database of community award programs throughout the country and look to submit topics for recognition.
- Establish a profile of local business offerings as they relate to environmentally friendly alternatives or programs.
- Develop a "Good News", high quality information and education publication and make it available to all Brandonites.
- Provide regular media releases which put a human face on positive environmental practices and creates momentum for further improvements in sustainable development.
- Ensure that environmental initiatives are branded as part of the community's overall Environmental Plan.

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## IMPLEMENTATION TASKS:

TASK	DURATION
- Research possible funding streams for a communication program.	3 Months
- Meet with the Brandon Chamber of Commerce, The Brandon Environmental Council and The Marquis Project to identify how they might be able to assist us in delivering the message to all citizens.	2 Months
- Meet with the local media to identify how they might be able to assist us in delivering the message to all citizens.	2 Months
- Establish an awards program endorsed by City Council and delivered by the Mayor's office.	6 Months
- Continue with "In the City - Brandon" magazine on "Our Environment" as the main communication media for high profile environmental projects in need of greater detail.	Ongoing
- Work with the City of Brandon IT Department to incorporate an environmental message and tools on the website.	6 Months
- Develop a profile of local business offerings as they relate to environmentally friendly alternatives or programs and incorporate the findings into media information.	6 Months
- Apply for national recognition for innovative projects / programs throughout the community.	Ongoing
- Develop a "Vital Signs" document for the community to provide an ongoing update to the community on what improvements have and are being made.	9 Months
- Investigate using municipal buildings as a venue for communication through the use of electronic signs, banners, etc.	6 Months
- Develop a multi faceted communication campaign (noon day show, magazine, public boards, newspaper ads and articles, etc.) to promote events and to conduct media launches for projects.	6 Months



TASK	DURATION
- Establish links on the Brandon website to other resources and partner websites.	2 Months
- Investigate the use of incentive programs - tax reductions, etc.	9 Months
- Develop a corporate giving strategy as one of the ways to get buskins involved and to promote them as being environmentally friendly.	6 Months
- Develop a community pledge program so that individuals can become involved in environmental activities in the community.	9 Months
- Investigate the concept of a C4 Diary / Environmental Diary.	9 Months
- Develop a community "green guide".	9 Months
- Work with ACC and BU to identify program that are looking for practical projects for students related to the environment.	6 Months
- Develop a point system for determining how we are achieving environmental progress.	6 months

**OUTCOME INDICATORS/MEASUREMENT TOOLS:**

- Brandon being recognized as an environmentally friendly community based on national recognition through publishing's and awards.
- The number of individual who are recognized throughout the community for their environmental activities.
- Environmental partnerships become an economic development tool.
- Increased number of news articles related to environmental activities.

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## PLAN CATEGORY:

### Development

#### GOALS / OBJECTIVES:

1. To have a dialogue with the community on the issue of how our development has and will impact the environmental footprint of our community.
2. To develop guidelines and legislation that will ensure that sustainable practices are considered as part of community development.

#### PARTNER ROLES:

- **Brandon and Area Planning and the City of Brandon** to evaluate the effectiveness of current planning and development strategies related to the environment.
- **Brandon and Area Planning and the City of Brandon** to propose and approve guidelines and bylaws related to sustainable practices. To evaluate what other communities are doing related to sustainability and to bring those ideas back to the community.
- **Regional Health Authority** to provide information related to the community.
- **Provincial Government** to provide necessary changes to the Planning and Municipal act as required through the research.
- **Brandon Chamber of Commerce** to provide recognition to developers who promote sustainability and to promote the economic advantages of such.
- **Construction Association** to make construction companies and businesses aware of sustainable construction practices. To suggest alternative forms of educating contractors and to assist in determining potential pilot projects.
- **Federation of Canadian Municipalities / CMHC** to provide information and resources related to sustainable development planning.
- **Economic Development Strategic Action Planning Group** to consider sustainable building and development practices as one of the factors in economic development.
- **Media** to profile sustainable project awareness to the community.
- **Downtown Business Improvement Area / Neighborhood Renewal Corporation** to promote the upgrading of existing commercial buildings, identify funding sources and support development.

#### KEY STRATEGIES:

- Develop an active transportation strategy.
- Initiate public dialogue about the myths / issues related to urban sprawl and sustainable development.
- Research best practices associated with sustainable development and planning across the country.
- Propose and adopt changes to move the community towards more sustainable behavior.



**IMPLEMENTATION TASKS:**

TASK	DURATION
- Develop an active transportation plan.	9 Months
- Engage the services of an experienced environmental planner to discuss the myths of sustainable planning. Educate council, administration, business leaders and community leaders.	6 Months
- Conduct a design charet.	6 Months
- Review existing bylaw, development plans, guidelines, etc and develop recommendations for update.	9 Months
- Conduct community consultation on the proposed changes.	6 Months
- Obtain council approval on the proposed changes.	6 Months
- Determine potential funding sources to augment alternative building practices.	9 Months

**OUTCOME INDICATORS/MEASUREMENT TOOLS:**

- The incorporation of environmentally friendly practices in our planning and development.
- A greater use of alternative transportation methods resulting in a reduction in GHG.
- The % of infill development within the community.
- An increased demand for green space development in industrial and commercial areas.
- An increase in the amount of complimentary mixed use developments.

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**PLAN CATEGORY:****Energy****GOALS / OBJECTIVES:**

1. To have individual households, industrial and commercial companies reduce their demand on energy.
2. To investigate and implement where appropriate alternative energy sources.
3. To investigate and implement where appropriate the use of natural energy reduction practices.

**PARTNER ROLES:**

- **Federal Government** through the One Tonne Challenge provides funding for the C4 Coordinator, literature related to environmental change, campaign tools, website support.
- **Province of Manitoba** through the C4 Program, provides funding for specific projects related to alternative energy. Provide support regarding gathering information and possible funding opportunities for the community.
- **Manitoba Hydro** to provide expertise in the development of a waste to energy strategy. Power Smart program support and to train municipal employees on energy auditing.
- **Federation of Canadian Municipalities** to provide an avenue for funding of the study and potential implementation of specific projects.
- **Climate Change Connections** to provide support in developing print and radio commercials to promote citizens taking the One Tonne Challenge.
- **Local Technical Representatives** to provide expertise and innovation in the application of alternative energy sources.
- **School Division** to support the implementation of programming into the schools to support sustainability.
- **Brandon University Student Union** to provide the building in which a green roof concept could be applied based on original design criteria.
- **Commercial Business** to participate in awareness programs for citizens.
- **Citizens** to actively participate in reducing the amount of energy used in their homes.

**KEY STRATEGIES:**

- Develop a community awareness program of the tools available to assist individual citizens in making assessments.
- Develop a community target around citizens having taken the One Tonne Challenge.
- Develop a community target around home assessments through Manitoba Hydro.
- Investigate the opportunity to place a wind turbine in the community as both a power generation opportunity and a symbol.
- Continue to expand the use of bio-diesel as a power source for equipment/buildings.
- Investigate with industry, the generation of power through waste streams.
- Develop a pilot project related to a green roof concept and determine advantages and savings as a result of the project.
- Develop an awareness campaign regarding green roofs as a result of the project.
- Introduce the Climate Change school program to Grade 5 teachers and students.

## IMPLEMENTATION TASKS:

TASK	DURATION
- Determine the assessment capabilities available through Manitoba Hydro to conduct home assessments.	1 Month
- Identify candidates and set up training for conducting energy assessment for municipal employees.	2 Months
- Determine the ability of the One Tonne Challenge website to identify Brandon residents.	Complete
- Assist in the development of print/radio campaign to promote the One Tonne Challenge.	4 Months
- Develop a target for the community related to OTC.	2 Months
- Setup a community "yard stick" for those taking the challenge.	2 Months
- Determine the residential power draw within the City - measure and publicize improvements.	6 Months
- Develop a citizen awareness identifier for participating citizens.	2 Months
- Discuss with Manitoba Hydro the costs and issues involved with implementing a wind turbine.	9 Months
- Discuss with Manitoba Hydro about any plans to use wind power in the Westman area.	2 Months
- Continue to develop the waste oil collection system for local restaurants/citizens.	6 Months
- Continue to convert public equipment to use bio-diesel.	9 Months

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## IMPLEMENTATION TASKS:

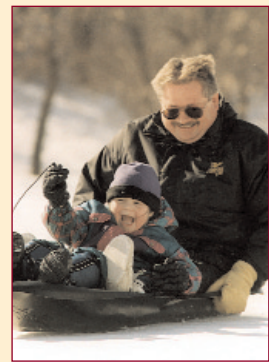
TASK	DURATION
- Work with local industry experts to identify potential industry waste streams that could be converted to power.	Ongoing
- Develop business plans to obtain funding for projects as required/identified.	Ongoing
- Identify a project scope for putting a green roof on the Brandon University Student Union Building and obtain funding through FCM to fund the consultant.	6 Months
- Obtain funding to install the green roof.	6 Months
- Complete green roof installation and establish marketing campaign for the concept.	6 Months
- In conjunction with Climate Change Connections, conduct a presentation for the Brandon School Division on potential curriculum targeted towards sustainability.	1 Month
- Conduct a "train the teacher" seminar on sustainability curriculum.	3 Months

## OUTCOME INDICATORS/MEASUREMENT TOOLS:

- Reduction in power use for public buildings and for industry in the community.
- Reduction in the cost of fuel used to run public equipment.
- Reduction of energy use within the community.
- An increase in the number of industries using local waste streams as inputs into their processes.

**PLAN CATEGORY:**

**Green Space Development**



**GOALS / OBJECTIVES:**

1. To create and protect flourishing public and private green space in Brandon and Area Planning District.
2. To have a green space plan that incorporates the element of sustainability including the protection and creation of green space.
3. To ensure that the public is aware of how they can enhance their own yards to be more sustainable.

**PARTNER ROLES:**

- **City of Brandon** to act as a test site for new technologies and practices in green space development and sustainability.
- **Brandon and Area Planning District** to review and implement changes in the present landscaping guidelines. To review and implement potential changes in the city's development standards.
- **Brandon Horticultural Society** to research, participate and support the work towards green space development. To adopt new practices that support sustainability.
- **Brandon Naturalists Society** to research, participate and support the work towards green space development. To adopt new practices that support sustainability.
- **Brandon & Area Environmental Council** to promote and encourage the use of sustainable practices in the community.
- **Riverbank Discovery Centre** to promote and encourage the use of sustainable practices in the community.
- **School Division** to support the implementation of programming into the schools to support sustainability.
- **Samaritan House / Park Community Center** to continue the work on Community Gardens.
- **Communities in Bloom** to continue to be a format in which to showcase the community and the effort towards green space development.
- **Citizen** to support the development of green spaces and to adopt sustainability practices in their own yards.
- **Manitoba Habitat Heritage Corporation** to participate in and provide funding for waterway stabilization and development.
- **Brandon and Area Community Foundation** to provide funding and develop the green guide.
- **Scouts Canada** to support and provide recognition of tree planting campaign and badge work for youth.
- **Industry and Business** to discuss challenges and obstacles in order to partner in protecting and developing greenspace.
- **Water Conservation District** to explore green space opportunities.

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## KEY STRATEGIES:

- Develop a community guideline for pesticide application.
- Develop a promotion campaign related to the responsible use of pesticides and alternative sustainable landscape / xeriscaping practices.
- Update the existing Green Space Plan and the Commercial Landscaping Guidelines / By Laws.
- Develop a green space awareness program and deliver it to the community.
- Develop a green space recognition program focused around environmentally / green space conscious businesses in the community.
- Establish and implement a protect the riverbank action plan / committee.
- Encourage the development of Community Gardens.

## IMPLEMENTATION TASKS:

TASK	DURATION
- Identify a group of people to review the existing Green Space Development Plan.	1 Month
- Update the Green Space Development Plan with elements related to sustainability.	6 Months
- Obtain approval on the revised Green Space Development Plan.	3 Months
- Identify funding opportunities to fund Green Space projects.	4 Months
- Develop proposals to access Green Space project funding.	3 Months
- Implement the Green Space projects.	Ongoing
- Develop pesticide use guidelines.	4 Months
- Seek community feedback on the guidelines and modify as required.	3 Months
- Publicize / make available the pesticide use guidelines.	3 Months
- Develop and deliver a promotional campaign related to sustainable landscaping practices.	6 Months
- Develop an "alternative to pesticides" product listing / practices and provide the information to the community.	6 Months

TASK	DURATION
- Ensure that green space protection is part of the community recognition program.	1 Month
- Organize a protect the riverbank committee.	2 Months
- Develop a riverbank protection plan.	6 Months
- Identify funding opportunities to fund riverbank protection projects.	4 Months
- Develop proposals to access riverbank project funding.	3 Months
- Implement riverbank protection projects.	Ongoing
- Work with the Cadets, School Division and Scouts Canada to incorporate youth into the programs.	Ongoing
- Develop a Community Garden plan for the community.	9 Months
- Discuss pesticide use with the School Division to ensure proper application and use.	3 Months
- Investigate the implementation of a policy related to tree planting requirements.	6 Months
- Work with the Brandon and Area Community foundation to develop a community Green Guide to assist citizens to understand how they can be more "green".	9 Months

**OUTCOME INDICATORS/MEASUREMENT TOOLS:**

- A revised Green Space Development Plan.
- The funds accessed for Green Space and Riverbank protection projects.
- The number of Green Space and Riverbank protection projects implemented.
- An increase in the number of industries developing or funding the development of green spaces in commercial or industrial areas.
- The number of volunteers and youth involved in implementing projects.
- Number of articles / media attention.

Brandon will be a recognized leader in environmental stewardship.

## PLAN CATEGORY:

### Solid Waste Management

#### GOALS / OBJECTIVES:

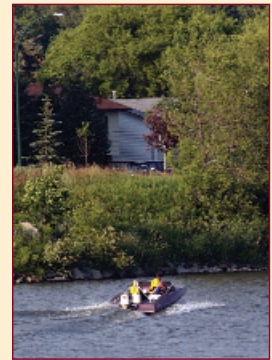
1. Increase solid waste diversion in City of Brandon - household level.
2. Increase solid waste diversion in City of Brandon - wider community level.
3. Develop civic/municipal infrastructure to enhance solid waste diversion/management initiatives in our community.

#### PARTNER ROLES:

- **Provincial Government** to continue to provide adequate levels of funding in order to encourage recycling to occur.
- **City and Westman Recycling Council** to ensure ongoing stability /effectiveness of programs, increase operational efficiencies wherever possible and to reinforce ongoing community education initiatives (\$\$\$ and/or in-kind).
- **Individual citizens, families, households** to increase diversion behaviour by:
  - using City/WRC blue bag program as well as used oil/HHW/recyclables depots.
  - backyard composting or using City/WRC clear bag/depot system.
  - improving choices like bulk buying, choosing less packaging, using organic/green products, using home cleaning remedies, mulching, etc.
- **School Division** to incorporate ongoing community education in mid-years curriculum.
- **Commercial/Institutional/Industrial Organizations** to sponsor community education initiatives (\$\$\$ and/or in-kind) and implement green procurement policies and operational efficiencies (reduced paper use, copying both sides, on-site recycling, waste free food services/refreshments, perhaps working from home options).
- **Media** to promote ongoing community education initiatives (some in-kind).
- **Community/Non-profit groups** (Comm. in Bloom, service clubs, churches, Brandon Environmental Council, etc.) to increase diversion behavior by:
  - using City drop off depots (HHW, used oil and regular recyclables).
  - developing/using community composting sites.
  - developing community garden sites to complement group composting.
  - implement green procurement policies and operational efficiencies (reduced paper use, copying both sides, on-site recycling, waste free food services/refreshments, perhaps working from home options).

#### KEY STRATEGIES:

- Promote backyard composting, home recycling and appropriate consumer choices to reduce waste at source and link this with climate change.
- Promote group/commercial/institutional/industrial composting, recycling and appropriate consumer choices in above to reduce waste at source.
- Deliver ongoing practical community and workplace education.
- Consider some kind of tax rebate/credit incentive system.
- Tap into community pride/special events/sister city relationship.
- Lobby for appropriate legislation/support at all levels of government.
  - Ensure ongoing support for MPSC programs, including expanding the basket of materials covered.
  - Electronics stewardship program.
  - Ensure ongoing support for tire stewardship program.



**KEY STRATEGIES continued:**

- Secure funding for the programs/buildings/staff/equipment, etc. to participate in stewardship activities - consider rebates/incentives, etc.
- More accurate data tracking and comparative values, increased cost visibility/accountability related to solid waste utility.
- Develop local/regional value-added processing/manufacturing opportunities to close the loop and provide markets for compost/recyclables right here in our community.

**IMPLEMENTATION TASKS:**

TASK	DURATION
- Meet with Brandon School Division about offering curriculum related to recycling / diversion.	1 Month
- Develop a funding proposal and obtain funding related to providing curriculum to students around recycling / diversion.	6 Months
- Meet with the Brandon School Division, Brandon University, ACC and the RHA about waste diversion projects that could be undertaken within their institutions.	6 Months
- Coordinate City/WRC with commercial/institutional/industrial waste collection/recycling programs - possible transfer station improvements.	6 Months
- Continue to promote recycling / sustainability activities in the "In City" magazine and in the local newspapers.	Ongoing
- Develop a special event associated with Earth Day & Fall Reduction Week and Environmental Week.	9 Months
- Obtain funding to conduct a backyard composter bin blitz combined with education and data gathering activities at the same time.	9 Months
- Investigate tax rebate / credit incentive system to encourage solid waste collection.	9 Months
- Develop an awareness system to make citizens aware of "green" companies within our community (i.e. window decals, signs, etc.).	9 Months

Brandon will be a recognized leader in environmental stewardship.

## IMPLEMENTATION TASKS:

TASK	DURATION
- Identify and meet with organizers of special events / programs in the community to link "green" initiatives with their event - expand the exposure of green in our everyday lives.	9 Months
- Develop community gardens/composting/restaurant/grocery store organics collection program and sites.	9 Months
- Explore through community technical support what options would be available related to value added processing of recycled materials.	Ongoing
- Obtain funding for value added processing options.	Ongoing

## OUTCOME INDICATORS/MEASUREMENT TOOLS:

- Comprehensive survey or focus groups/workshop perhaps needed to evaluate activities to date for baseline database.
- Follow up survey post-project/s or activities to compare to baseline.
- Need an equation to determine balanced savings/sustainability thresholds and true cost accounting assessment - input data will include weigh scale data, MPSC data - other factors to be determined.
- Participation manuals/guides specific to various sectors could be developed with the data or this could be done at start as promotional material then updated at later date when more hard data available.
- A community waste stream map.

**PLAN CATEGORY:**

**Transportation**

**GOALS / OBJECTIVES:**

1. Reduce vehicle idling and vehicle use in the community through the development of an anti-idling by-law.
2. Improve the use of urban trails.
3. Increase the use of transit within the community.
4. Develop home activities to reduce pollution and include elements related to transportation.

**PARTNER ROLES:**

- **Federal Government** to allocate money for transit improvements / operations in communities.
- **Provincial Government** to allocate money for transit improvements / operations in communities.
- **Municipal Government** to allocate money for transit improvements / operation and to review by laws that may impact how people view transportation.
- **City of Brandon** to operate the transit system, and to continue to develop the trail system in the community, to oversee the Community Transportation Plan and to implement the elements of the Green Space Plan.
- **Brandon and Area Planning District** to participate in looking at development plans to incorporate planning that will be conducive to reduced vehicle use.
- **Climate Connections** to provide educational material and signage in support of the anti-idling work.
- **School Division** to support the consolidation of transit systems where ever possible to reduce the amount of vehicles on the road and to encourage anti-idling at school locations.
- **Commercial/Institutional/Industrial Organizations** to encourage employees to use alternate means of transportation through workplace campaigns and to implement anti-idling campaigns at worksites.
- **Poverty Committee** to provide concepts and ideas that could be explored to make transit more accessible and appealing.
- **Citizen** to reduce the amount that they use their cars for single person transportation and to increase their use of alternative transportation methods.
- **Media** to make the citizens aware of promotions and programs related to transportation.
- **Taxi Companies** to reduce the amount of idling of their fleets.
- **Filling Stations** to promote anti-idling.
- **Senior for Seniors** to engage in how to reduce single vehicle use transportation and to promote mass transportation.
- **Brandon Environmental Council** to work with the city to promote the use of alternative transportation.

Brandon will be a recognized leader in environmental stewardship.

**KEY STRATEGIES:**

- Develop and implement a formal anti-idling campaign throughout the community
- Lobby government for appropriate funding levels for the local transit system
- Develop and implement a formal alternative transportation campaign for the community
- Participate in the nation wide "Commuter Challenge"
- Encourage the City of Brandon and the Brandon School Division to look for synergies between the Transit Operations in order to reduce bus numbers
- Conduct a Transportation Study for the community in order to determine the placement of trails and transit routes
- Develop a Social Marketing study and campaign to encourage ridership on the transit system
- Investigate fleet management practices and provide the information to local companies who operate large fleets of vehicles
- Continue with the development plan for the Riverbank corridor

**IMPLEMENTATION TASKS:**

TASK	DURATION
- Research anti-idling campaigns in other communities.	1 Month
- Develop a social marketing based anti-idling campaign.	3 Months
- Work with municipality / province / school division / RHA to identify anti-idling activities for their fleets.	3 Months
- Implement the anti-idling campaign.	6 Months
- Establish a lobbying strategy for government.	4 Months
- Develop an awareness campaign related to single passenger vehicle use, urban trails, hybrid vehicles, etc.	3 Months
- Establish a committee between the city and the Brandon School Division to work on synergies between the two fleet operations. Develop a list of recommendations.	9 Months
- Implement the recommendations from the City / Brandon School Division transit study.	9 Months
- Conduct a transportation study for the City of Brandon.	9 Months
- Develop a social marketing based Ridership Promotion Campaign in conjunction with Brandon Transit.	3 Months
- Investigate the use of incentives as a means to increase ridership.	9 Months
- Participate in the nation wide "Commuter Challenge" .	4 Months





**IMPLEMENTATION TASKS continued:**

<b>TASK</b>	<b>DURATION</b>
- Continue to develop the urban trail system in conjunction with the Green Space Plan.	5 Years
- Review the materials used to make trails and determine if lower cost materials are available.	9 Months
- Investigate and apply for additional funding sources to expand the urban trails in the community.	6 Months
- Review the development plans in order to ensure that the City is supporting alternative transportation in future developments.	Ongoing
- Develop community guidelines related to pay for parking in order to ensure that people consider transit.	9 Months
- Develop walking paths between box stores.	9 Months
- Investigate security issues related to the existing walk paths and develop a plan to deal with them.	6 Months
- Investigate the use of bike carriers on buses.	6 Months
- Investigate promoting block heater / plug in timers in large parking lots.	9 Months

**OUTCOME INDICATORS/MEASUREMENT TOOLS:**

- Increased use of urban trails
- An increase in the number of people using alternative transportation to get to and from work
- Increased use of transit
- Implemented anti-idling campaign
- Population health indicators
- Number of people expecting to live near work / school
- Number of by-law offense notices
- Parking lot use
- Gasoline sales figures
- Traffic flows as rush hours

Brandon will be a recognized leader in environmental stewardship.

## PLAN CATEGORY:

### Water

#### GOALS / OBJECTIVES:

1. To conserve water as a resource in the community.
2. To continue to protect and enhance our water.

#### PARTNER ROLES:

- **Residential Consumers** to actively participate in the plan and take the initiative needed to use less water and to reduce pollution inputs through proper disposal techniques.
- **Industrial, Commercial, Institutional Consumers** to actively participate in the plan and take the initiative needed to use less water and to reduce pollution inputs through proper disposal techniques. Industry also needs to look for beneficial uses of waste products rather than the throw-away option.
- **City Water Utility** to establish a process to get consumers to buy into and then to encourage continuation of efforts through measurement of achievement.
- **Municipal Government** to review and pass proposed bylaws as required.
- **Key Professions Dependant on City Water** (lawn & garden, plumbing, etc.) to actively participate in the plan and take the initiative needed to use less water.
- **City Utility and Province of Manitoba Water Stewardship** work as a team toward a common purpose of safe, clean, healthy water.
- **Brandon Horticultural Society** to assist in the development and promotion of water conservation gardening.
- **Commercial Business** to assist in promoting water conservation equipment.
- **Assiniboine Conservation District** as a potential partner.

#### KEY STRATEGIES:

- Develop educational materials and establish a media campaign to have residence and industrial/commercial/institutional consumers reduce water consumption.
- Partner with gardening experts on wise use of water through inventive gardening practices, news columns, hort line, etc.
- Partner with plumbing/mechanical professionals to promote water conservation equipment for domestic use, irrigation use, etc.
- Utility shall be pro-active in treatment process development such that decisions ensure that Provincial and National standards are the minimum objective for the City, however the City utility set a higher standard.
- Utility shall conduct required testing and freely report water quality data to the Province and make the data available to the public.
- Work with the Province to ensure that no further degradation of raw water quality through the establishment of appropriate measures and improvements to raw water.
- Make the general public aware of and practice proper disposal of wastewater.
- Develop a working relationship between industry and the utility to ensure that opportunities to use industrial waste are explored for compatibility.

## IMPLEMENTATION TASKS:

TASK	DURATION
- Develop a community target for a water consumption reduction and obtain buy in from council.	1 Month
- Source out or prepare advertising materials which allow users to answer the question "what's in it for me?" Potential responses could be - spend less on water and more on that winter vacation or spend less on water now so your kids can enjoy water in the future.	6 Months
- Work with the local horticulture groups on targeting / developing water consumption program.	6 Months
- Target public service/educational efforts through the media such as the Brandon Sun, Wheat City Journal, TV, radio, to give out specific information in bite size pieces with a reasonable measure of success (1% reduction instead of 20% off the top) which can continue to be built upon.	Ongoing
- Meet with local plumbing and commercial stores to promote water conservation devices/equipment.	3 Months
- Review current development bylaws to incorporate water conservation equipment in new construction.	6 Months
- Ensure operating staff meet Provincial certification requirement and are kept current on best practices for operation of the treatment facilities.	Ongoing
- Establish a program that communicates its treatment efforts in an annual report card format.	6 Months
- Identify improvement requirements for both Water and Wastewater Treatment needs and implementation projects.	9 Months
- Research and obtain funding for water and wastewater treatment projects.	6 Months

Brandon will be a recognized leader in environmental stewardship.

**IMPLEMENTATION TASKS continued:**

TASK	DURATION
- Establish a regular report out process through various media.	6 Months
- The City holds the Province accountable for implementation of the Manitoba Water Strategy.	9 Months
- Suggest the Province implement a report card system on their improvement activities.	2 Months
- Provide assistance for the public (residential / industrial / commercial / institutional) to make it easy for the public to adopt practices that will protect and enhance our water resource. Such things as promoting the Eco Centre, MRF, landfill, etc. as protectors of water. Show the public the multiplication or domino effect of poor water protection practices.	9 Months
- Continue River Users Group discussions as a spring board for not only water treatment best practices but also water issues being opportunities for economic development, whether through expansion of existing industries or recruitment of new industries.	Ongoing
- Develop an industrial waste profile for all Brandon industries and communicate it to perspective industrial or commercial entities.	9 Months
- Use waste water to water municipal gardens.	6 Months
- Investigate charging the "real" cost of water as a means for citizens to employ conservation techniques.	9 Months
- Look into incentives as a means to have people reduce their water consumption.	9 Months

**OUTCOME INDICATORS/MEASUREMENT TOOLS:**

- Reduction in water consumption normalized for growth
- A delay in the need for treatment structure expansion
- Consumer saves money
- Report of the effectiveness of the Manitoba Water Strategy
- Cleaner raw water coming into the City
- Cleaner treated water leaving the City

Brandon will be a healthy community

# Health

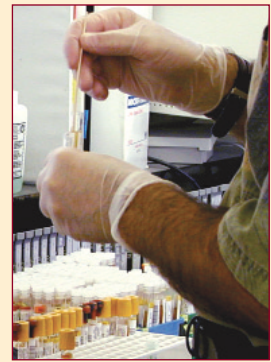


*The following is a look at the current status of Health in our community based on information provided by the Brandon Regional Health Authority and the BRHA Strategic Plan.*

**VISION: A model Region, responsive to the community through teamwork and a focus on "health".**

## **CURRENT STATE OVERVIEW:**

- The Brandon Regional Health Authority provides a wide range of programs and services to residents of the Brandon Region and serves as a regional referral centre to the Assiniboine Region, and to a lesser extent the Parkland and Central Regions. Some clinical and support services/programs extend province-wide.
- The Brandon Regional Health Centre recently underwent a redevelopment project resulting in state-of-the-art equipment and facilities, and an expansion to ambulatory care services.
- Recruitment of physician specialists and other health care professionals is an ongoing challenge due to national shortages.
- Community-based programs are operated out of a variety of sites, including "store front" operations and outreach programs. The focus extends beyond the formal health care system to the other factors that determine health; therefore, several services address needs that are related to areas such as poverty, housing, skill training, and healthy child development.
- Long term care services include five personal care homes, respite care, day care, congregate meal programs, supportive housing, and others that provide supports to help individuals remain in their home as long as possible.
- There are an extensive array of partnerships with other agencies and organizations.
- The citizens of the City of Brandon and surrounding communities generously provide volunteer time and financial support.



*The following is a summary of the Strategic Priorities contained within the Brandon Regional Health Authority Strategic Plan. These priorities have been integrated into the Health portion of "Shaping Tomorrow Together: Brandon's Community Strategic Plan."*

## **STRATEGIC PRIORITIES:**

The Brandon Regional Health Authority has a long term strategic plan with actions and related performance measures that provide direction to achieve the following:

- Improved health status of the population, through strategies that focus on wellness and the factors that determine health.
- Human, financial, and capital resources, including equipment, that support and sustain programs and services that are people-centered, evidence-based, and needs driven.
- Health system integration with partnerships that enhance access and minimize duplication.
- An organization that attracts and retains employees who feel valued and supported.
- An organizational culture that focuses on safety, disclosure, learning, and improvement, using a system-wide approach.

Brandon will be a healthy community.





**MISSION:** Promotion of healthy choices and delivery of health services across the lifespan in a variety of settings; in partnership with the residents of the Brandon and neighbouring Regions.

**VISION:** A model region, responsive to the community through teamwork and a focus on "health".

**VALUES:** We believe in:

**Integrity** and are committed to being open and honest with our partners in the workplace and the people that we serve.

**Continuous Improvement** as a means to achieving quality, efficiency, excellence and promoting creativity in all that we do.

**Respect and Dignity** in life and in death and will promote client choice, and be sensitive to the needs of individuals, families and coworkers.

**Teamwork** and shared decision-making as being integral to reaching our mission, vision and goals.

**Accessibility** to services in a seamless delivery system and a single point of entry in multiple sites.

Adopted by the Board - September 29th, 1998

Brandon's municipal government will be influentially leading locally, provincially and nationally, formally engaged with the full diversity of the community

# Municipal Government



## INTRODUCTION

This plan is a result of collaboration between several community representatives looking at the role of Municipal Government in the development and sustainability of a community strategic plan.

The plan is broken down into four main categories:

- Empowerment
- Leadership
- Sharing the vision
- A Municipal Government focused on performance

The plan categories were developed encompassing the desirable future statement "Brandon Municipal Government will be influentially leading locally, provincially, and nationally, formally engaged with the full diversity of the community". The unique focus of these action plans is to identify broad goals/objectives for each of the categories and include recommended actions to guide city council and administration. One of the desired outcomes would be community citizens that are proactively involved in identifying the desired future for Brandon.

Approved - August 16th by steering committee.



## PLAN CATEGORY: Empowerment

### GOALS / OBJECTIVES:

To develop a municipal government that recognizes community needs, creates policies, implements organization change, and seeks legislative change in a manner that is reasonable, understandable, and accessible to the community and that will result in enhanced municipal delivery of services and in sustainable growth.

### PARTNER ROLES:

- **City of Brandon Council** - Ensure City by-laws are up to date and reflect community needs with changing times. By-laws should empower administration to deliver action. Recommend provincial legislation changes.
- **Federal Government** - Through the Provincial Government create new opportunities for local government to deliver services to its citizens.
- **Province of Manitoba** - Ensure that provincial legislation is current and up to date and enact legislation that will empower communities to deliver services efficiently. Develop and deliver province wide community programs such as the Tourism Customer Service Program which will provide benefit to each Manitoba community and to the Province as a whole.
- **City of Brandon Administration** - Implementation of City Council policies on growth and service delivery.
- **Citizens of Brandon** - Keep informed of the issues within the City, cast their vote in elections, and have confidence in their elected representatives.

Brandon's municipal government will be influentially leading locally, provincially and nationally, formally engaged with the full diversity of the community.

## **KEY STRATEGIES:**

- Identify activities or legislation which impedes local service delivery and works towards implementation of needed changes.
- Negotiate with the Province ways and means to further empower City Council to achieve greater autonomy in decision making.
- Create messages, attitudes, and processes that are attractive and convenient such that users will appreciate the policies and processes as a positive rather than a negative experience.
- Develop a method that will allow information to be there for those who want it, when they want it.

## **RECOMMENDED ACTIONS:**

- Use the new Planning Act to implement change.
- Suggest further changes to the Planning Act as appropriate.
- Use technology to increase and improve community communication.
- Encourage government and businesses to participate in front line customer service workshops.
- Build a community portal that inter-connects related web sites - creating a one stop shop.
- Establish administrative procedures that will ensure consistent delivery of policies and processes established for sustainable growth.

## **OUTCOME INDICATORS/MEASUREMENT TOOLS:**

- Electronically combined linkages established in and around Brandon.
- Establishment of development practices which are straightforward and clear for both staff and customers.
- Monitor improved service through customer satisfaction surveys.

**PLAN CATEGORY: Leadership**

**GOALS / OBJECTIVES:**

To encourage our economic diversity in conjunction with both national and provincial visions and strategies by using our collective wisdom.

**PARTNER ROLES:**

- **City of Brandon Council** - Ensure City by-laws are up to date and reflect community needs with changing times. By-laws should empower administration to deliver action. Recommend provincial legislation changes.
- **Federal Government** - Create new opportunities for local government to deliver services to its citizens through the Provincial Government.
- **Province of Manitoba** - Ensure that provincial legislation is current and up to date and enact legislation that will empower communities to deliver services efficiently. Develop and enhance province wide community programs such as the Tourism Customer Service Program that will provide benefit to each Manitoba community and the Province as a whole.
- **City of Brandon Administration** - Implement City Council policies on growth and service delivery.
- **Citizens of Brandon** - Keep informed of the issues within the City, cast their vote in elections, and have confidence in their elected representatives.

**KEY STRATEGIES:**

- Facilitate the creation of an environment that will make Brandon more competitive and open for business.
- Create an ongoing "conduit" for sharing of visions/strategies with other levels of government and community organizations.

Brandon’s municipal government will be influentially leading locally, provincially and nationally, formally engaged with the full diversity of the community.

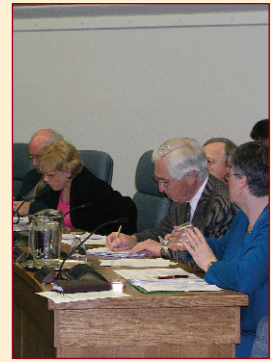
## **RECOMMENDED ACTIONS:**

- City Administration will develop annual budget and policies that will support and invite economic growth.
- Develop a "sharing circle" process that will accommodate the sharing of visions, successes and strategies at the 3 levels of government.
- Education and business working together to communicate the delivery capability and needs through annual "Gap Analysis" conference.

## **OUTCOME INDICATORS/MEASUREMENT TOOLS:**

- Industry and government supporting each other.
- Zoning and property policies in-line with City's development plan.
- Quality of life compensation programs (not just financial) so employees feel part of the Brandon community.





## PLAN CATEGORY: Sharing the Vision

### GOALS / OBJECTIVES:

To identify the desired future for Brandon in the community, by differentiating between vocal demands and true community desires.

### PARTNER ROLES:

- **Brandon City Council** - Ensure the ongoing development and implementation of a community based strategic plan.
- **Community Strategic Plan Leadership Committee** - Support and share the Brandon community vision.
- **Local MLA** - Support and share the Brandon community vision with the Provincial Government.
- **Local MP** - Support and share the Brandon community vision with the Federal Government.

### KEY STRATEGIES:

- Create an environment of excitement about new ideas and change.
- Make Brandon's desirable future well known on a local, provincial and federal level through a community that is united in a common purpose.
- Share successes of the plan in order to get the message out that the strategic planning process is working using a variety of different methods throughout the community.

Brandon's municipal government will be influentially leading locally, provincially and nationally, formally engaged with the full diversity of the community.

## **OUTCOME INDICATORS/MEASUREMENT TOOLS:**

- Annual endorsement of the strategic plan by City Council.
- Creation of a community distribution list for review of annual plan.
- Holding an annual community strategic planning conference.
- Utilization of the "virtual centre of new ideas".
- Completion of strategic initiatives.
- Identifying which ones of the initiatives attempted elsewhere can work here.
- Keeping an open mind and awareness as a community through an appropriate communications strategy.

## **RECOMMENDED ACTIONS:**

- Host annual orientation sessions about Brandon's community strategic plan for all newly elected government officials.
- Conduct annual community strategic planning conference to provide progress update and new strategies to the community.
- Create a virtual centre of new ideas.
- Explore logistics of being able to connect from anywhere at anytime.
- Establish the Strategic Planning Leadership Committee

**PLAN CATEGORY: A Municipal Government Focused on Performance**

**GOALS / OBJECTIVES:**

To ensure that Brandon municipal government is united in the effective delivery of services.

**PARTNER ROLES:**

Recognizing the authority delegated to the Mayor, City Councillors and City Administration, the following roles are highlighted:

**Council (as set out in Section 82 of the Municipal Act):**

A council is responsible:

- (a) for developing and evaluating the policies and programs of the municipality;
- (b) for ensuring that the powers, duties and functions of the municipality are appropriately carried out; and
- (c) for carrying out the powers, duties and functions expressly given to the council under this or any other Act.

**Council Members (as set out in Subsection 83 (1) of the Municipal Act):**

Each member of a council has the following duties:

- (a) to consider the well-being and interests of the municipality as a whole and to bring to the council's attention anything that would promote the well-being or interests of the municipality;
- (b) to participate generally in developing and evaluating the policies and programs of the municipality;
- (c) to participate in meetings of the council and of council committees and other bodies to which the member is appointed by the council;
- (d) to keep in confidence a matter that is discussed at a meeting closed to the public under subsection 152(3) and that the committee decides to keep confidential until the matter is discussed at a meeting of the council or of a committee conducted in public;
- (e) to perform any other duty or function imposed on the member by the council or this or any other Act.

Brandon's municipal government will be influentially leading locally, provincially and nationally, formally engaged with the full diversity of the community.

## **Mayor (as set out in Subsection 83 (2) of the Municipal Act):**

In addition to performing the duties of a member of a council, the head of council has a duty:

- (a) to preside when in attendance at a council meeting, except where the procedures by-law or this or any other Act otherwise provides;
- (b) to provide leadership and direction to the council; and
- (c) to perform any other duty or function assigned to a head of council by the council or by this or any other Act.

## **City Manager (as set out in Subsection 127 (1) and (2) of the Municipal Act):**

The chief administrative officer's responsibilities:

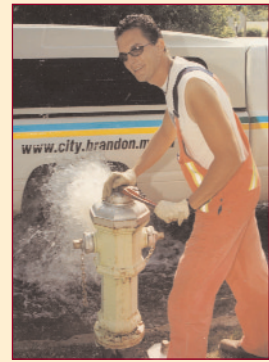
The chief administrative officer:

- (a) is the administrative head of the municipality;
- (b) is responsible for ensuring that the policies and programs of the municipality are implemented;
- (c) is responsible for advising and informing the council on the operation and affairs of the municipality;
- (d) except as the council may decide otherwise, is responsible for the management and supervision of the employees of the municipality;
- (e) carries out the powers, duties and functions assigned to a chief administrative officer by the council or by this or any other Act; and
- (f) must notify the council if money of the municipality is spent or invested contrary to a by-law or resolution of this or any other Act.

The chief administrative officer's duties:

The chief administrative officer must ensure that:

- (a) the minutes of every council meeting are made without note or comment;
- (b) the by-laws and minutes of council meetings and all other records and books of account of the municipality are kept safe and in accordance with Division 1 (Retention and Disposition of Municipal Records) of Part 9;
- (c) the revenues of the municipality are collected;
- (d) money belonging to or held by the municipality is deposited in the bank, credit union, caisse populaire, or trust corporation designated by the council;
- (e) the accounts for authorized expenditures of the municipality are paid;
- (f) accurate records and books of account are kept of the financial affairs of the municipality; and
- (g) any information requested of the municipality by the minister is provided within a reasonable time.



## KEY STRATEGIES:

- Create an atmosphere at City Council which encourages thorough, timely and respectful discussions and decisions.
- Ensure procedural by-laws encourage debate and vigorous discussion of issues on council's agenda, as well as require Mayor and Council to speak with a united voice for decisions that are made.
- While assuming the leadership position in City Council, and representing Brandon in relationships with external governments and organizations, the Mayor will endeavour to not announce as City policy, matters that have not been duly debated and accepted by City Council as policy.
- While expected to bring before City Council policy initiatives, and to vigorous debate of all initiatives, individual councillors will endeavour to not undermine the decisions of City Council.
- The Mayor, City Councillors, and City Administration shall employ the concept of active listening and respectful dialogue in development and administration of City policies.
- The City Manager and Administration will faithfully execute City policy and bring recommendations for change in a timely manner through appropriate channels.
- Mayor, Council and the City Manager shall endorse the concept of life long learning through investment in the development of skills, abilities, and knowledge of all its employees, including members of City Council, and the administrative staff.
- Introduce methods to gauge the social and cultural diversity changes of the community and provide methods to ensure that when making decisions, the voices of the City's ever changing socio-economic and cultural diversity are recognized.
- Support community-driven strategic planning.

Brandon's municipal government will be influentially leading locally, provincially and nationally, formally engaged with the full diversity of the community.

## RECOMMENDED ACTIONS:

- Develop a communications strategy for City Council and administration in which information is received and action delivered in a timely manner.
- Conduct retreats designed to strategize on matters related to decision-making as well as team building with both City Council and City Administration (individually and jointly).
- Conduct special public meetings involving City Council and administration on strategic issues to secure public input prior to City Councils' decision on a strategic issue.
- Conduct a special ongoing task force of councillors, administration, and citizens who would be entrusted to seek out the successes of both Canadian and foreign municipal governments in the areas of cultural and social diversity with a view of enhancing the City's ability to provide services based upon inclusiveness.
- Conduct a review of the procedure by-law to ensure amendments are brought forward which will enshrine those key strategies which are targeted for Mayor and Council.

## OUTCOME INDICATORS/MEASUREMENT TOOLS:

- Community recognition that decisions are made by City Council as a whole.
- Celebrations of community diversity become more visible and are driven by community members.
- Special public meetings conducted for strategic issues.

City Council recognizes that the City's strategic planning process is driven by community committees.

Brandon will be alive with recreation,  
leisure & arts

# Recreation, Leisure & Arts





## INTRODUCTION

This plan is a result of collaboration between numerous community representatives looking at the desirable future for Brandon within the next 3 - 5 years for the area of Recreation, Leisure & Arts.

The plan is broken down into a number of different categories:

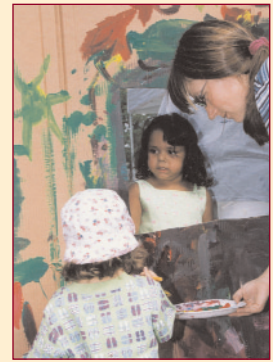
- Policy Development
- Communication & Awareness
- Leadership & Coordination
- Mainstreaming Art
- Facilities
- Green Space Development

The plan categories are listed in order of priority as determined by the steering committee. The Green Space Development category is seen as a very important aspect to providing meaningful Recreation - Leisure - Arts opportunities. As the City of Brandon has an existing Green Space master plan, the decision was made to focus on other areas of development.

The plans were developed through action planning workshops and with participant feedback. Any implementation tasks that were specific to an business, organization or individual have been removed from the plan until they can be consulted and are in agreement.

Approved by Steering Committee - June 22, 2005.

Action plan amendment approved by Steering Committee - August 18, 2005



Note: The original action plan was amended by the Steering Committee to focus on the two areas identified as priorities. Subcommittees were formed to begin carrying out portions of the action plan related to Policy Development and Communication & Awareness.

## PLAN CATEGORY: Policy Development

### GOALS / OBJECTIVES:

1. To research and support the development of a city-wide recreation/arts/leisure policy for Brandon.
  2. To strengthen partnerships within the city, creating a healthy, vibrant community.
- **Art Gallery of Southwestern Manitoba** to provide partnerships with human resources and information sharing.
  - **Art Community** to volunteer support and participation.
  - **All levels of Government** to partner with the Arts community and to explore alternative processes for allocating resources.
  - **Arts, Recreation and Leisure Facilities** to provide safe and accessible programs and to provide input on their needs and expectations.
  - **Related Community Groups** to volunteer support and participation.
  - **Citizens** for volunteer support and participation.
  - **Provincial & Federal Government** to explore funding and partnership opportunities.
  - **Ethnic Communities** for volunteer support and participation.
  - **Manitoba Arts Council** to provide funding and policy information.

### KEY STRATEGIES:

- Research and support the development of a arts & recreation policy for Brandon.
- Create working partnerships with arts & recreation groups within the community.
- Improve communication within the city relating to the arts & recreation organizations.

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**IMPLEMENTATION TASKS:**

TASK	DURATION
- Establish a working group to work on gathering data for policy creation.	Done
- Explore feasibility of developing an aesthetic plan for the city .	Ongoing
- Research other communities of similar size and structure that have an established arts or sports surtax.	3 Months-Dec/05
- Explore resource allocation processes including grant allocation used by other municipalities.	3 Months-Dec/05
- Research other communities of similar size that have existing arts & recreation policies.	3 Months-Dec/05
- Write a report summarizing research and presenting recommendations.	March 06
- Present to City for approval.	April 06

**OUTCOME INDICATORS/MEASUREMENT TOOLS:**

- Community commitment and support for arts and recreation.
- Strong and vibrant arts community.
- Community volunteers participating in policy creation.
- A clear and fair process for resource allocation.

**PLAN CATEGORY: Communication & Awareness**

**GOALS / OBJECTIVES:**

1. To identify and promote all arts & recreational programs on one website.
2. To increase community awareness of / and participation in arts & recreational activities.
3. To increase community participation in the monthly calendar of all Brandon events.
4. To increase community awareness of the benefits provided by arts and sports programs.
5. To explore different ways for businesses to partner with the arts community.

**PARTNER ROLES:**

- **Art Gallery of Southwestern Manitoba** to continue to provide opportunities for local artists and to act as a consultant in showcasing art within the community.
- **Manitoba Arts Council** to provide funding and program information that could be used in our community.
- **Arts Community** to explore funding opportunities and enhanced partnerships.
- **All Levels of Government** to explore funding opportunities.
- **Media** to provide exposure to events through good news stories and community profiles.
- **Brandon Riverbank Inc.** to promote and develop monthly calendar and for project development.
- **Business Improvement Area** to be project leaders, liaise with community and explore funding and grant opportunities.
- **Downtown Businesses** to explore funding partnerships and project opportunities that enhance downtown and promote cultural awareness.
- **City of Brandon** to provide partnerships with human resources, explore funding opportunities and promote community events.
- **Community Organizations** for volunteer support, program education & participation.
- **Corporate Groups** to explore funding opportunities and potential investments for events.
- **Citizens** for volunteer support and participation.
- **Brandon School Division** to support the addition of mandatory programs for arts & recreation within the school system and convey this message to the Department of Education.
- **Arts & Recreation Organizations** to provide supporting information on the benefits of these programs to healthy child development.

Brandon will be alive with recreation, leisure & arts.

## KEY STRATEGIES:

- To implement a process to coordinate and compile arts & recreation related information in one area (ie. monthly calendar website)
- Provide current and up to date arts & recreational activities and events in one area i.e. website.
- Establish an updated database for existing and new events volunteers.
- Promote arts exposure in and around Brandon to increase community awareness.
- Develop media partnerships to maximize exposure and event coverage of the Arts.
- Increase community awareness of the value & importance of arts & recreational programs.

## IMPLEMENTATION TASKS:

- |   |         |
|---|---------|
| - Explore current promotional venues and research funding sources for new avenues to market arts & recreation related activities and events.  | 1 year  |
| - Explore partnerships with the media for increased coverage of activities and special events.  | Ongoing |
| - Research current web sites that host recreation/leisure/arts information and explore ways to link together.   | Now     |
| - Create a community volunteer database for existing volunteers. Develop a strategy for recruiting new volunteers for events.   | 1 year  |
| - Create a website containing a monthly arts calendar of events as well as links to all recreation, leisure and arts organizations in Brandon.  | Now     |
| - Work with organizations to ensure websites are kept current and activity information is relevant and up to date.  | Ongoing |
| - Coordinate with city transit for transportation for identified arts and recreation events   | Ongoing |
| - Encourage and facilitate weekly or monthly arts & culture features through different media venues.  | Ongoing |
| - Work with area arts groups in providing opportunities to showcase their art and increasing community awareness.   | Ongoing |
| - Organize an arts & culture week for Brandon.  | 2 years |
| - Explore community partnerships for additional funding for arts and sports programs.   | 1 Year  |
| - Explore implementation of individual projects e.g.: <ul style="list-style-type: none"> <li>- Sidewalk art contest</li> <li>- First Nations Expo</li> <li>- Community Play</li> <li>- Western Canadian Music Awards</li> </ul> | 2 Years |



**IMPLEMENTATION TASKS continued:**

- Coordinate with Brandon School Division to include arts & sports opportunities within their Open House sessions. 1 Year
- Develop a campaign to increase community awareness, including public demonstrations of all arts & sports. Ongoing
- Explore ways to partner businesses with art. 1 Year
- Explore closing a portion of downtown for patios, performing arts, cafes & open air shops.
- Research community arts spaces with other communities.

**OUTCOME INDICATORS/MEASUREMENT TOOLS:**

- Increased community awareness of arts related activities and events.
- Strengthen partnerships with local media resulting in increased coverage of the arts.
- Arts & Recreation event information is current and relevant on related websites.
- An up to date calendar of events with a variety of information in arts & recreation.
- Increased exposure to arts, music & recreational activities for children.

Brandon will be alive with recreation, leisure & arts.

## PLAN CATEGORY:

### Leadership

#### GOALS / OBJECTIVES:

1. To develop an active, inclusive, central network to facilitate the coordination and promotion of community arts, leisure and recreational programs (see communication and awareness).
2. To encourage participation and support from the community in the development of arts & leisure programming.

#### PARTNER ROLES:

- **City of Brandon (Community Services)** to provide guidance and assistance with coordination of community arts & leisure programming.
- **City of Brandon (Police Services)** to work with community volunteers in coordination of safe streets programs.
- **Brandon and Area Planning** to work with community volunteers in coordination of safe streets programs.
- **City Council and Administration** to review and revise process for allocation of resources.
- **Citizens** for volunteer support and participation.
- **Community Centers** to review usage and explore alternatives.
- **Brandon Arts & Leisure organizations** to explore funding sources and for program development.
- **BIA** to explore funding opportunities and assist with development and implementation.
- **Educational Institutions (BU, ACC, BSD, Art Gallery)** to coordinate events and share resources (such as volunteer base).
- **All levels of Government** to partner with the Arts community and to explore alternative processes for allocating resources.

#### KEY STRATEGIES:

- Develop an awareness program of Arts & Leisure opportunities and resources within the community.
- Educate & solicit input from local community groups.
- Develop community partnerships with likeminded organizations in order to network local arts, leisure and entertainment.
- Explore the feasibility of developing and coordinating sustainable main street art opportunities (programs), ex. Busking.
- Develop an Arts & Leisure plan & engage community partners in implementation and promotion of plan.



## IMPLEMENTATION TASKS:

- Brainstorm possibilities & develop options for Brandon.
- Establish community focus groups for education & input.
- Assess cost benefit & likeliness of success & long term sustainability.
- Develop performance measures and monitoring success schedule.
- Establish an annual review process to evaluate progress.
- Develop implementation plan and determine resources that are needed.
- Identify community partners to provide expertise and guidance in developing plan.
- Explore what services and programs are lacking and determine feasibility for implementation.
- Explore involvement of all schools to participate in plan creation.

## OUTCOME INDICATORS/MEASUREMENT TOOLS:

- A central network is established and functional. A virtual location where the community can go to find out specifics on what activities there are for all ages.
- Increased community participation in events and activities.

Brandon will be alive with recreation, leisure & arts.

## PLAN CATEGORY: Mainstreaming Art

### GOALS / OBJECTIVES:

1. To expand cultural experiences outside usual venues.
2. To incorporate art-related opportunities into everyday activities.

### PARTNER ROLES:

- **Art Gallery of Southwestern Manitoba** to continue to provide opportunities for local artists and to act as a consultant in showcasing art in the community.
- **Manitoba Arts Council** to provide funding and program information to professional arts that could assist them with showcasing their art within our community.
- **Local Businesses** to provide funding, to provide space in which to showcase art in unique ways and to promote community cultural awareness.
- **All levels of Government** to explore funding opportunities and for local government - coordination and promotion of community activities
- **Media** to provide exposure to events through good news stories and community profiles
- **Wheat Kings / Bobcats or other High Visibility Teams** to demonstrate the mainstreaming of art in conjunction with established events and venues.
- **Brandon School Division** to encourage students to showcase their art within the organization and to participate in the development of unique venues to create art.
- **Neighborhood Renewal Corporation** to secure provincial funding to support artistic projects.
- **Heritage, Culture, Tourism** to provide funding and for partnership opportunities for program development.
- **Daniel Langlois Foundation** to provide information regarding possible grant opportunities for technology related projects.
- **Movie Theatres** to provide venues for artists to showcase their art.

### KEY STRATEGIES:

- Develop an overview of the various types of artistic work being practiced in the community and how it could be creatively showcased within the community.
- Develop an awareness campaign centered on the importance of culture to Brandon.
- To continue to expand the partnerships of Artworks.net.
- To support new culturally initiatives.
- To establish sustainable funding partnerships.
- Explore feasibility of implementing low cost, minimum organization alternative activities.



# RECREATION, LEISURE & ARTS

## IMPLEMENTATION TASKS:

- Work with area artists to understand the different artistic work being done in the community.
- Brainstorm unique ways to show case the different artistic methods.
- Develop possible venues that could be used to implement the unique ways of showcasing the art.
- Explore opportunities to create partnerships that cross over sports & arts events.
- Research other communities to explore partnerships with artists and Transit System (poets & orators).
- Explore opportunities to coordinate with municipal authorities to ensure their support of public art.
- Individual Projects to consider:
  - Build ceramic paintings into new sidewalks.
  - Show outdoor movies at Riverbank
  - Create art features along trails
  - Create murals - ie. buildings / parks
  - Establish sculptures in parks
  - Incorporate art into our parks
  - Develop opportunities for 'Art in the Park' for "Street" multi media events
  - Have theatre in the part at Eleanor Kidd Gardens.
  - Open an Art Hot Dog stand

## OUTCOME INDICATORS/MEASUREMENT TOOLS:

- Increased exposure of different types of art within the community.

Brandon will be alive with recreation, leisure & arts.

## PLAN CATEGORY: Facilities

### GOALS / OBJECTIVES:

1. To enhance existing arts, entertainment & leisure facilities to ensure they are effective and accessible for all.
2. To determine need for new facility development in Brandon.

### PARTNER ROLES:

- **All Levels of Government** to explore funding opportunities and provide support for projects.
- **Brandon School Division** to evaluate school use after hours, to support community use, to explore partnerships and program integration into their schools.
- **Brandon Arts, Leisure & Entertainment Groups** to explore funding opportunities and volunteer support.
- **Youth Groups** for volunteer support and program education and promotion.
- **Commercial Businesses** to explore funding opportunities and potential investments for physical infrastructure.
- **Citizens** for volunteer support and participation.
- **Post Secondary Schools** to explore partnerships and program integration into their schools.
- **Community Centres** to explore alternative programming options to increase usage.

### KEY STRATEGIES:

- Determine the feasibility and community need of re-developing an arts & entertainment complex.
- Determine the feasibility and community need of building additional leisure & recreational facilities.
- Evaluate current facilities and explore alternate ways of programming them to increase usage.
- Complete a community needs assessment to determine strengths and weaknesses.

### IMPLEMENTATION TASKS:

- Identify potential partners within the community to conduct a needs assessment.
- Identify all potential funding sources.
- Explore funding opportunities that exist for infrastructure projects.
- Conduct feasibility & sustainability studies / funding.
- Explore alternative uses to fully utilize the WMCA.
- Explore options for new facilities for children including, an indoor play area and children's activity centre.
- Research open markets in other cities.
- Research building an indoor or outdoor community water park.

**IMPLEMENTATION TASKS continued:**

- Research funding opportunities that focus on subsidizing facilities.
- Develop a business plan for facility development based on the results from the community consultation.
- Explore options for new facilities including, an additional skateboard park, studio / loft space for artists, a windproof, large shelter where anyone can market anything.
- Explore alternate programming for existing institutions. Evaluate barriers (such as insurance) and explore options for removing them.
- Research rationale behind existing facility rental / user fees and through partnerships, explore options for revision.

**OUTCOME INDICATORS/MEASUREMENT TOOLS:**

- Increased participation in arts, recreation & leisure related activities.
- Increased awareness of the arts & entertainment available in Brandon.
- Increase art and leisure related tourism to the Brandon Area.

**PLAN CATEGORY: Green Space Development**

**GOALS / OBJECTIVES:**

1. To develop green space focused around encouraging physical fitness and leisure activities.
2. To enhance and develop existing parks and trail systems.
3. To develop the river for family focused facilities and programs.
4. To increase arts and recreational programming that occurs in our Green Space areas.

**PARTNER ROLES:**

- **All levels of Government** to explore funding opportunities.
- **Corporate Sponsorships** to explore funding opportunities and potential investments for facilities and activities.
- **City of Brandon** to provide partnerships with human resources and equipment as well as physical infrastructure.
- **Brandon Riverbank Inc.** to be project leaders, liaise with community and program development.
- **Service Clubs** to explore funding opportunities and volunteer support.
- **Citizens** for volunteer support and participation.
- **Related Community Organizations** for program development
- **University of Manitoba, Faculty of Recreation** to explore partnerships with student placement programs.

Brandon will be alive with recreation, leisure & arts.

## KEY STRATEGIES:

- Establish priorities within existing Green Space Master Plan for the City of Brandon.
- Develop partnerships with existing sporting organizations in order to promote their programs to the community.
- Determine potential sources of funding & eligibility.
- Develop community awareness of the value & importance of green space development to the City of Brandon.
- Explore alternate sources of operational revenue.

## IMPLEMENTATION TASKS:

- Complete a community consultation to understand what recreation activities the public would like to have in order to incorporate this information into the development of green space. - both program and physical.
- Research other green space development and recreation opportunities in other communities of approximate size.
- Develop a business plan for new program and facility development.
- Identify possible funding sources for community identified program needs.
- Research other communities - re: Safe Park criteria.
- Develop a physical space plan in consultation with The City of Brandon.
- Apply / present program and development plan to funding sources in order to secure funding.
- Evaluate existing green space within Brandon. Ensure that designated parks are aesthetically pleasing (ie. benches)
- Individual Projects to consider:
  - Develop winter lights park
  - Develop a safe toboggan hill
  - Link the trail system around the city
  - Develop a 2nd Dog Park
  - Develop a paddling club

## OUTCOME INDICATORS/MEASUREMENT TOOLS:

- A community plan that reflects green space development in conjunction with recreation.
- Increased usage of green space.
- The level of funding received for green space development and recreation activities.

Brandon will be an attractive place for youth to live, learn, work and play

# Youth





## OVERVIEW

Two community workshops were held determining what the desirable future for Brandon youth would be. Volunteers from youth organizations and other interest groups gathered to look at what would make Brandon an attractive place for youth to live, learn, work and play. From this brainstorming session, a number of core areas were identified to be explored. These core areas were a result of collaboration between numerous community representatives looking at the desirable future within the next 3 - 5 years related to youth in Brandon. Rather than list the core areas that were identified during the workshop, it was determined by the committee to reference the other desirable future statements. As youth are an integral part of our community and our future, it was felt that the youth forum should focus on all of the desirable future statements.

### The 9 Desirable Future Statements:

- Brandon will be a recognized centre of education & training excellence
- Brandon will be an economic and social environment which is supportive, sustainable, innovative and providing equal opportunity for all.
- Brandon will be alive with recreation, leisure and arts!
- Brandon will be an attractive place for youth to live, learn, work and play
- Brandon will be a recognized leader in environmental stewardship.
- Brandon will be an agricultural community of excellence Agriculture.
- Brandon municipal government will be influentially leading locally, provincially and nationally, formally engaged with the full diversity of the community.
- Brandon will be recognized as a city which values and promotes cultural diversity.
- Brandon will be a healthy community.

The steering committee's next step is to organize a youth forum for the fall/2005. This youth forum will provide an opportunity to gather input from youth related to the desirable future statements, develop goals and key strategies and create subcommittees to begin working on implementation.

This framework was approved by the Youth Steering committee on July 12, 2005





Brandon municipal government will be influentially leading locally, provincially and nationally, formally engaged with the full diversity of the community.



Brandon will be a healthy community.



Brandon will be a recognized leader in environmental stewardship.



Brandon will be alive with recreation, leisure & arts.

**Shaping Tomorrow Together**  
“Brandon will be a vibrant and collaborative community that builds upon success to shape a solid foundation for the future.”



Brandon will be a recognized centre of education & training excellence.



Brandon will be an attractive place for youth to live, learn, work and play.



Brandon will be an agricultural community of excellence.



Brandon will be recognized as a city which values & promotes cultural diversity.



Brandon will be an economic & social environment which is supportive, sustainable, innovative and providing equal opportunity for all.

# Thank You

We would like to thank our funding partners.







We would like to extend a warm thank you to every person who has contributed to this project.

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