



2023 - 2026

# CITY OF BRANDON STRATEGIC PLAN

## Table of Contents

Land Acknowledgment	2
Message From The Mayor	3
Background	4
Council Priorities	5
Work collaboratively to address the evolving trauma-informed opportunities within the community	6
Foster an environment that supports economic growth and development	7
Explore alternative sustainable service delivery models	8
Promote community well-being	9
Improve the communication and collaboration amongst stakeholders	10
Address the long-term impact and sustainability of the environment	11
Conclusion	12

## Land Acknowledgment

The City of Brandon is located on Treaty 2 land, the unceded territory of the Dakota, and homelands of the Red River Métis.



## Message From The Mayor

On behalf of Brandon City Council, I am pleased to present the 2022 – 2026 Council Strategic Plan.

This plan is a roadmap for City Council and Administration to guide us as we make decisions to reflect the priorities of our city, community, and future residents.

We are privileged to live in a city, full of opportunities. Like our predecessors, it is our turn to look ahead and ensure our city has as many advantages as possible for future generations. Today, our community faces unprecedented social needs, aging infrastructure, and increased inflation. We also need to address growth challenges and downloading of cost from other levels of government while keeping affordability top of mind.



This Strategic Plan represents City Council's shared priorities for the City of Brandon and focuses in six key areas:

1. addressing social needs
2. economic growth and development
3. affordability
4. community well-being
5. communication and collaboration
6. environmental sustainability

While we are only one level of government, it is up to us to demonstrate the leadership required so that we can all grow and prosper together.

On behalf of Council and Management,

*Jeff Fawcett*

Mayor, City of Brandon



## Background

In October 2022, Council engaged the services of Siere to assist in developing a Council Strategic Plan, intended to outline Council's priorities and strategies over the next four years.

In early December, the newly elected Council along with members of senior administration met. Council had the opportunity to discuss the challenges facing the community and to collectively identify those priorities that would have the greatest impact on the long-term growth and sustainability of the community. As much as Council would have liked to take on everything, they recognized the need to balance this with the fiscal implications of doing so.

This plan supports the overarching themes of financial sustainability, environment / climate change and bold / innovative that was established with the previous Council demonstrating the overall consistency in themes between Councils.

This strategic plan outlines the key areas of focus (or priorities) over the next four years. City Council and City Administration will use this plan to help guide annual budgeting and resource allocation in order to effectively implement the strategies contained within. These strategies will be disseminated to staff, committees, and other stakeholders to ensure that collectively the community is working together to fulfill them.

The plan is ultimately a living document and will be reviewed on a quarterly basis with an update being provided to the community on the progress.



Financial  
Sustainability



Environment &  
Climate Change



Bold &  
Innovative

# Council Priorities



Work collaboratively to address the evolving trauma-informed opportunities within the community



Foster an environment that supports economic growth and development



Explore alternative sustainable service delivery models



Promote community well-being



Improve the communication and collaboration amongst stakeholders



Address the long-term impact and sustainability of the environment

Behind



At Risk



On Track



# Work collaboratively to address the evolving trauma-informed opportunities within the community

Trauma informed social opportunities including drug addiction, poverty, and homelessness put increasing pressure on municipal services, police services, and the private sector, not to mention the impact it has on families in our community. A collaborative approach is required to identify the right solution for Brandon. From lobbying other levels of government, to seeking support from the private sector, Council is invested in dealing with the issues at hand, which may also help to resolve some of the underlying causes.

## Strategy #1: Develop and implement a Net Zero Homelessness Plan

Health and wellness supporting creation of safety and wellness plan. Province will fund consultant to complete strategy to compile list of ongoing initiatives to move toward net zero homelessness and other social challenges. Funding approved for city held lands on 16th Street north to be developed by the John Howard Society for transitional housing with a sobering centre on a portion of the main floor. Operator of sobering centre to be determined at a future date.



## Strategy #2: Actively lobby for continuum of care treatment

Sobering assessment centre plan is complete, operational funding (\$1.5M/yr) and capital funding (\$2M) is approved by the Province. Lobbying for improved addiction services has yet to be initiated in a big way, however, governments have made recent funding announcements.



## Strategy #3: Ensure the safety of people

To be actioned in late 2023 in conjunction with a new HR Corporate Officer position.



## Foster an environment that supports economic growth and development

Knowing that current and future residents want to live in a vibrant and growing city, Council looks to foster an environment that supports population and economic growth. A community's vitality is measured by amenities including a variety of retail stores, airline service, expanded job opportunities, recreation facilities, and increasing values of real estate. While growth brings economic prosperity, Council recognizes the need to balance the desire for growth with the associated costs.

### **Strategy #4: Facilitate development opportunities for residential, commercial, and industrial use types in both established (infill) and emerging (greenfield) areas**

Water capacity in the south area of Brandon continues to be a constraint to development. Development Services intends to undertake a study in 2024 to determine network improvements required to meet the needs of current neighborhood plans and industrial areas. This study will influence the 10 year capital plan for the Water Network.





### **Strategy #5: Review, adopt and implement the City Plan**

Drafting final document as per community engagement. Final draft for public engagement and council consideration in the fall.



### **Strategy #6: Encourage the redevelopment of downtown**

Preparing conceptual design option for new library/arts building. Exploring options with potential developer of Princess and 10th Street Site. Downtown market housing incentive to be created concurrently with affordable housing incentive this fall.



## Explore alternative sustainable service delivery models

A big part of what makes a community attractive to its residents and potential residents, is its affordability. Is there opportunity to be part of the community and to actively engage in it (participate in its activities, home ownership, etc.), regardless of the amount of money you earn? Part of addressing affordability is in exploring different ways for which to fund and provide services. To continue to provide expected service levels and invest in the future, it requires innovative approaches to how services are provided and funded to ensure residents can actively participate, regardless of income.

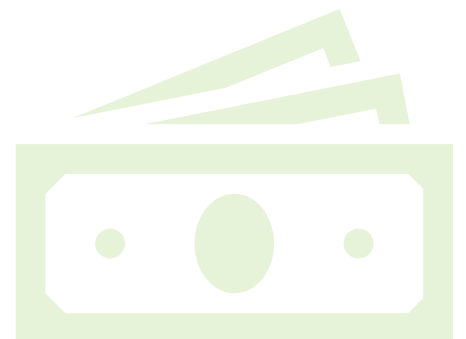
### Strategy #7: Explore alternate revenue models

A draft of a model for establishing a Land Drainage Levy including calculations has been completed. It will be reviewed and amended before bringing forward to Council for input. Initial presentation on the development cost charge program fees review is scheduled for mid October. MNP has been commissioned to provide revenue alternatives in a report on a Sustainability Funding Model due in November.



### Strategy #8: Update and advance the Asset Management Plan (AMP)

Asset Management Consultant to be onboard in October 2023 with options for extension up to a 3 year period. Expansion of Cityworks (asset lifecycle management software) to roll out over next 3 years. AgileAsset, asset management software for roadways to be onboard in 2024.



## Promote community well-being

Recreation and cultural opportunities are the cornerstones for building a community where everyone is welcome to celebrate shared interests and backgrounds. Council recognizes the role they play in providing the resources to support these opportunities and in ensuring their longterm viability. They also recognize as a growing community, with it comes challenges such as increased traffic and the impact that has on young and old alike. Exploring an approach to work with the community to resolve this challenge will bring about a better understanding, that as a community, we all play a role in ensuring the safety of each other.

### **Strategy #9: Define and implement a path forward for large community recreation and culture facilities**

The final plan of the Outdoor Pool Complex study is expected the week of October 12th. The expectation is to present the results of the study to Council in the second council meeting in October. Sustainable funding approved for Keystone Centre. Sourced funding for the outdoor sports project phase 1-3. Sportsplex review is in draft. Funding granted received for a second library arts building conceptual design. Outdoor aquatic park report is scheduled for this fall.



### **Strategy #10: Expand the cultural aspects of the community**

The Riverbank Discovery Centre has secured \$520k in funding and has begun the process of commissioning the sculptures. Based on the desing and layout of the sculpture gardens, Parks Department is working at establishing the supporting pathway system in the Captial Budget. Engineering is working on a budget for promotional signage, for Council's consideration.



### **Strategy #11: Address recreation and service gaps in neighborhoods**

No further progress to report in this quarter. Reorganize efforts moving forward now that summer programming has finished.



### **Strategy #12: Implement a Visio Zero strategy approach to traffic and pedestrian safety**

Vision Zero has held three meetings since inception with a planned focus on crosswalk safety, school pathways, reduced speed limits.



## Improve the communication and collaboration amongst stakeholders

Communication is central to our success as a community. As the City, we need to effectively communicate with our residents about the issues important to them. At the same time, we need to have the mechanisms in place to have collaborative communication. The big part of the challenge in effectively communicating is in determining the correct channel (ie. social media, print, Access 12, mailers, etc.) and in the timeliness of messaging. There is opportunity to improve the overall understanding of our Police Board in the community and to look at opportunity to expand the communication between the City and the Board, to better meet the needs of the community. The better our collective ability to communicate, the better we all are.

### Strategy #13: Improve communication between the residents and the City

Corporate Communications is actively engaged with the City's PR consultant to develop a communications framework.



### Strategy #14: Explore collaboration between the Police Board and Council

Joint discussion scheduled for September 19, 2023.



## Address the long-term impact and sustainability of the environment

As a community, we have experienced firsthand the impact of climate change. The economic impact, never mind the personal impact, for both a municipality and its residents can be devastating. As stewards of our community, it is important for us to do our parts to minimize our impact on our environment and to assist where we can, to create a green community. There is an economic advantage to being “green” and it is in all our best interests to foster an environment that supports and encourages our citizens to act.

### Strategy #15: Adopt the Climate Change Action plan

Climate Action Plan adopted by Council. Next task is implementation and budget considerations.



**Strategy #16: Develop and implement an Active Transportation Strategy to improve connectivity in the community**

26th Street will be considered under preliminary design to determine if dedicated bike lanes can be accommodated as a north south cycle route. Other quickwins solutions are being considered as trials on other streets within the City.



**Strategy #17: Evaluate the transit system to increase ridership**

The transit study is underway with Phase 1 due to be complete by the Jan 2024 and Phase 2 by the end of 2024. Consultant will be meeting with Council in October to garner feedback on proposed changes.



## Conclusion

The City of Brandon has an exciting future. With so much to celebrate as a community, the opportunities for education, recreation, annual and special events, industries and organizations are endless.

To ensure the community remains vibrant and growing and a place people choose to live, we need to attend to our social issues, plan for growth in residential and industrial lands, enhance our community well-being and look for ways to protect the environment, while keeping affordability top of mind.

There are many opportunities for collaboration with a broad variety of community stakeholders. It is anticipated that as our strategic initiatives move forward, there will also be the opportunity for not only input and feedback, but for the community to have a tangible impact in supporting these strategies.







City of  
**BRANDON**