

City of Brandon Culture Plan

June 2016



Photo Credit to Photography by Sandy Black



Contents

| | |
|---|-----------|
| GLOSSARY OF TERMS | 3 |
| EXECUTIVE SUMMARY | 6 |
| 1 INTRODUCTION..... | 12 |
| 1.1 PURPOSE OF THE PLAN | 12 |
| 1.2 THE PLANNING PROCESS | 12 |
| 2 GUIDING CULTURAL PLANNING | 14 |
| 2.1 SETTING A CONTEXT FOR CULTURE AND ECONOMIC DEVELOPMENT | 14 |
| 3 CULTURAL ASSETS IN BRANDON | 17 |
| 3.1 BACKGROUND REVIEW | 17 |
| 3.2 CULTURAL MAPPING | 17 |
| 4 THE VOICE OF THE COMMUNITY | 21 |
| 4.1 CONSULTATION SUMMARY | 21 |
| 5 A CULTURE PLAN FOR BRANDON..... | 25 |
| 5.1 VISION AND GUIDING PRINCIPLES | 25 |
| 5.2 STRATEGIC OBJECTIVES | 25 |
| 5.3 THE CITY'S ROLE | 27 |
| 5.4 ACTION AND IMPLEMENTATION PLANS | 27 |
| 5.5 MONITORING AND EVALUATION | 35 |
| APPENDIX A – BACKGROUND LITERATURE..... | 39 |
| APPENDIX B – DETAILED CULTURAL MAPPING FINDINGS | 50 |
| APPENDIX C – DETAILED CONSULTATION FINDINGS | 71 |



List of Figures

| | |
|---|----|
| Figure 1: Brandon Culture Plan Methodology | 12 |
| Figure 2: Culturally Relevant Policy Documents in Brandon..... | 17 |
| Figure 3: Cultural Resource Framework | 19 |
| Figure 4: Summary of Inventory Findings. | 19 |
| Figure 5: How well do you think culture and cultural development is doing today in the City of Brandon? | 21 |
| Figure 6: What words or phrases would you use to describe what a culturally vibrant Brandon looks like? | 22 |
| Figure 7: Top Themes on Areas Working Well and Needing Improvement for Cultural Development in the City of Brandon..... | 23 |
| Figure 8: Brandon Culture Plan Strategic Objectives..... | 26 |
| Figure 9: Overlapping areas between Brandon Existing policy documents and the Strategic Objectives and Goals within the Culture Plan..... | 42 |
| Figure 10: Cultural Enterprises Identified in Brandon. | 52 |
| Figure 11: Community Cultural Organizations. | 53 |
| Figure 12: Cultural Spaces and Facilities..... | 53 |
| Figure 13: Natural Heritage Assets. | 54 |
| Figure 14: Cultural Heritage Assets. | 54 |
| Figure 15: Festival and Event Assets in Brandon. | 55 |
| Figure 16: Cultural Programs and Services Assets..... | 55 |



Glossary of Terms

- **Arts** – any creative endeavor or activity that is an outlet for expression including, but not limited to, visual arts, literature, performing arts, culinary arts, media arts, design, and architecture. The arts can include activities undertaken for leisure or vocation, amateur or professional.
- **Creative Cultural Industries** – Among the fastest growing economic sectors globally and include enterprises involved in the performing arts such as film and video production, recording and broadcasting, architecture, design (graphic, industrial, interior, fashion, etc.) advertising, publishing, new and interactive digital media, etc.
- **Culture** – Culture is the expression and celebration of the values and aspirations of a community or social group. This is expressed through all manner of human activities that characterise a community and its people and shape its unique sense of place. It includes the sharing of ideas, learning through expression in the fine, visual, literary, media, material and performing arts, heritage, and the shared experiences of history.
- **Cultural Identity** – Shared beliefs and characteristics that distinguish a community or social group and which underpin a sense of belonging to that group. Ethno-cultural background is one important, though not sole source of identity. As cultures interact and intermix, cultural identities change and evolve.
- **Cultural Mapping** – A systematic approach to identifying, recording, and classifying a community's cultural resources in support of economic and community development agendas
- **Cultural Planning** – A municipal government-led process for identifying and leveraging a community's cultural resources, strengthening the management of those resources, and integrating cultural resources across all facets of local government planning and decision-making.
- **Cultural Resources** – A term to represent the broad range of elements included when talking about culture, including arts, heritage, history, ethnic diversity, stories, etc.
- **Diversity** – A state of difference in a community or social group that can include race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, and religious or political beliefs.
- **Heritage Resources** – There are three broad classes of heritage resources:
 - **Immovable Heritage:** land or land-based resources such as buildings or natural areas that are 'fixed' in specific locations
 - **Movable Heritage:** resources such as artifacts and documents, that are easily 'detachable' and can be transported from place to place
 - **Intangible Heritage:** such as community stories, place names, traditional skills and beliefs
- **Cultural Resource Framework (as seen on next page)** – a consistent set of categories of cultural resources used to organize cultural information in a coherent way. The Framework is grounded in Statistics Canada's Framework of Cultural Statistics by which the Federal Government defines the cultural sector in Canada.



Executive Summary





Executive Summary

The City of Brandon Culture Plan provides a cultural vision and strategic directions to help guide the success of the cultural sector and its contribution to social and economic well-being in Brandon for years to come. The Plan incorporates the cultural needs and desires of residents, businesses, non-profit organizations, and municipal leaders in Brandon to create a plan that is inclusive, comprehensive, and encourages collaboration.

Work on the Brandon Culture Plan began in November 2015 and concluded in June 2016.

A Changing Canadian Economy

There is growing recognition across Canada of the importance of creativity, culture, and quality of place in growing local economies. Many communities now recognize that enhancements made to quality of place and the creation of attractive amenities can draw talented people, which in turn attract business investment in an expanding creative economy characterized by higher paying jobs. Cultural resources and experiences also attract visitors and help grow tourism revenues.

Within this changing economic landscape, cultural planning throughout the country is taking on an increasingly important role in creating new sources of wealth and economic development. Communities that can identify and support elements of their creative economies – starting with cultural resources – will be well-positioned to capitalize on the opportunities produced by changing local, national, and global economies.

CREATING THE CULTURE PLAN - PHASES



“Culture” is the expression and celebration of the values and aspirations of a community or social group. This is expressed through all manner of human activities that characterise a community and its people and shape its unique sense of place. It includes the sharing of ideas, learning through expression in the fine, visual, literary, media, material and performing arts, heritage, and the shared experiences of history.



Defining Culture in Brandon

Culture can mean many things to many people. In the broadest sense, culture is anything that defines the unique identity of a community or social group. While this broad definition informs the Culture Plan, a more specific set of categories of cultural resources is needed to identify and organize Brandon's cultural resources. These are called the *Cultural Resource Framework*. These categories range from things like festivals and events, to natural heritage, to cultural facilities and spaces, all of which are important elements in understanding what is included in the word "culture".

Taking the categories from the Cultural Resource Framework and applying them to the City of Brandon, a Cultural Mapping Inventory was created to provide a solid base of knowledge and information upon which to build the Culture Plan. This inventory found approximately 355 cultural resources in Brandon, with cultural facilities and cultural enterprises having the highest proportion of Brandon's cultural resources (24% and 22% respectively).

The Voice of the Community

Community consultation revealed that there are important cultural resources in Brandon but that a variety of challenges have prevented these resources from playing a larger role in social and economic life of the city. These challenges include:

- A need to educate and change perceptions of the general population in Brandon as to the role of culture in the community and the economy
- The general lack of communications and collaboration between cultural organizations already working in Brandon
- A lack of funding support for the cultural sector
- A need for small and medium-size arts venues to serve as performance spaces and as cultural hubs or meeting places for individuals active in the cultural community.

CULTURAL RESOURCES FRAMEWORK



CULTURAL MAPPING INVENTORY RESULTS FOR BRANDON

| Main Framework Category | % of Brandon's Cultural Resources |
|----------------------------------|-----------------------------------|
| Cultural Facilities | 24% |
| Cultural Enterprises | 22% |
| Community Cultural Organizations | 15% |
| Cultural Heritage | 14% |
| Cultural programs and services | 9% |
| Natural Heritage | 8% |
| Festivals and Events | 8% |



- Cultural resources and activities are essential in building and sustaining a vibrant downtown that is a social, economic, and cultural hub for the community
- Cultural opportunities, resources, and activities are accessible to residents of all ages, abilities, ethnicities, and economic circumstances across all parts of the community
- Brandon is a community that values and supports strong cultural organizations working together in partnership and collaboration with sustained communication to achieve common goals
- Cultural development in Brandon continually strives to be innovative in its planning and implementation and will involve all members of the community in those processes
- Cultural resources and opportunities are considered in all areas of planning and decision-making by the Municipality of Brandon

Based on all the results from the research and engagement processes, three *Strategic Objectives* were defined to guide cultural planning by the City of Brandon and its partners. These Strategic Objectives serve as anchors for a wide range of strategies and actions intended to advance cultural development in Brandon. The Strategic Objectives are:

- **Build a Strong and Vibrant Cultural Sector** – A renewed emphasis on strengthening collaboration and partnership among Brandon’s cultural organizations and between these organizations and public, private, and community partners is critical. Identifying and creating new platforms and opportunities for these groups to come together must be a priority, as well as continuing to build on the large base of cultural assets in Brandon (e.g. festivals and events in particular).
- **Enhance Access to Cultural Resources** – Difficulties in communication and accessing information on all the cultural happenings in the community is a large barrier to participation in cultural activities. Also, with a diverse range of cultural aspirations coming from an increasingly ethnically diverse community, ensuring these barriers are minimized must be a priority. Enhancing access for Brandon’s youth must also be a priority. Another aspect of enhanced access to culture in the community identified through consultations related to conserving and communicating more about local history and heritage.
- **Expand Culture’s Role in Economic Development** – Leveraging the cultural and heritage resources in the community should be considered a major driver in supporting downtown revitalization. This is achieved through strategies to grow creative cultural industries and cultural businesses in the area, and by establishing small-scale cultural spaces or venues for use as exhibition and performance venues and cultural hubs or meeting places for those working in the cultural sector in Brandon.



BRANDON CULTURE PLAN STRATEGIC OBJECTIVES AND GOALS



Introduction





1 Introduction

1.1 Purpose of the Plan

The City of Brandon Culture Plan provides a cultural vision and strategic directions to help guide the success of the cultural sector in Brandon for years to come. The Plan incorporates the cultural needs and desires of residents, businesses, non-profit organizations, and municipal leaders in Brandon to create a Plan that is inclusive, comprehensive, and encourages collaboration.

In order to achieve these goals, the Brandon Culture Plan incorporates a number of important research and engagement findings, including:

- Engagement with Brandon's cultural stakeholders as well as the public at large to identify and profile cultural resources and to help identify future cultural needs and opportunities
- An inventory and baseline mapping or identification of cultural resources or assets in Brandon
- Effective integration of findings with important already existing City and region planning and economic development strategies and initiatives

“Culture” is the expression and celebration of the values and aspirations of a community or social group. This is expressed through all manner of human activities that characterise a community and its people and shape its unique sense of place. It includes the sharing of ideas, learning through expression in the fine, visual, literary, media, material and performing arts, heritage, and the shared experiences of history.

1.2 The Planning Process

Work on the Brandon Culture Plan was completed in three main phases (as seen in Figure 1), beginning in November 2015 and concluding in June 2016.

FIGURE 1: BRANDON CULTURE PLAN METHODOLOGY



Guiding Cultural Planning



Fishing off Riverbank, Photo Credit to Photography by Sandy Black



2 Guiding Cultural Planning

While some cultural planning is incorporated into the Province of Manitoba's planning policy, there is currently no established standard for defining municipal cultural planning in the province. Many Canadian municipalities, however, have developed customized definitions for municipal cultural planning that can be used as benchmarks for defining this process.

A commonly referenced definition of municipal cultural planning that is employed by Ontario's Ministry of Tourism, Culture and Sport in its municipal cultural planning is:¹

Cultural Planning is a municipally led process, approved by Council, for identifying and leveraging a community's cultural resources, strengthening the management of those resources, and integrating those cultural resources across all facets of local government planning and decision-making.

Cultural Planning is part of an integrated, place-based approach to planning and development that takes into account four pillars of sustainability: economic prosperity, social equity, environmental responsibility and cultural vitality.

¹ AuthentiCity, Municipal Cultural Planning: A Toolkit for Ontario Municipalities. Municipal Cultural Planning Inc. (<http://www.ontariomcp.ca/library-2>), 2014.

2.1 Setting a Context for Culture and Economic Development

A Changing Economy

There is growing recognition across Canada of the importance of creativity, culture, and quality of place in growing local economies. Many communities now recognize that enhancements made to quality of place and the creation of attractive amenities can draw talented people, which in turn attract business investment in an emerging creative economy characterized by higher paying jobs. Cultural resources and experiences also attract visitors and help grow tourism, an increasingly important component of economic development strategies in most communities.

Over the last several years, the Canadian economy has faced economic challenges as global commodity prices decrease and the value of the Canadian dollar fluctuates. Despite these national challenges, the City of Brandon continues to grow, with population increasing and the local economy diversifying away from its traditional agricultural core.

Within this changing economic landscape, cultural planning throughout the country is taking on an increasingly important role in creating new sources of wealth and economic development. Communities that can identify and support elements of their creative economies – starting with cultural resources – will be well-positioned to capitalize on the opportunities produced by changing local, national, and global economies.

Creative Cultural Industries

An important way in which cultural resources help to drive economic growth in Brandon is through the expansion of creative cultural



industries or enterprises. Cultural mapping is a systematic way of identifying a community's diverse cultural resources and was an important step in the planning process. Mapping identified a wide range of cultural industries or enterprises in Brandon. Creative cultural industries are one of the fastest growing business sectors in many jurisdictions today.² Furthermore, studies have indicated that people are most willing to move to a city if it has the right combination of social offerings, openness, diverse cultural and entertainment amenities, and community aesthetics. These are all key attributes amenable to attracting and retaining creative talent.³

Most of these industries (e.g. digital and interactive media, web design, sound recording, film and video, fashion design, visual arts and crafts, etc.) are small and medium-sized industries with relatively low barriers to entry in terms of front-end capital investment. As such they offer a source of employment in the community, especially among young people who may lack access to significant start-up costs necessary in other businesses.

Culture and Tourism

Cultural resources and experiences attract visitors and help grow tourism. Tourism development is an increasingly important component of economic development strategies in many communities. The Canadian tourism industry is an \$8 billion industry and cultural tourism is one of the fastest growing segments of a global tourism market.

Research confirms that for cultural travelers, the visitor experience is about much more than a destination's cultural 'attractions'. It's about

a destination's history and heritage, its narratives and stories, its landscape, its townscape, and its people.

The place-based experience is about discovering what makes a city, town, or region distinctive, authentic, and memorable. The foundation and potential is already available in Brandon.

In short, cultural tourism draws on an integrated understanding of all of a community's cultural resources, from which the City of Brandon's Culture Plan can be built.

A Broader Vision of the Economy

A creative economy recognizes that all citizens and workers are creative and therefore can participate in and contribute to economic growth and community vitality.

Brandon is a community of many different interests – long-time residents and families who have lived in the community for generations, a rapidly growing segment of new residents (many drawn from diverse ethnic communities), local business enterprises, religious institutions, service clubs and civic organizations, active retirees, and young families. All of these groups have their own unique needs and priorities and cherished hopes for the future. Cultural planning responds to these diverse interests and, in so doing, helps contribute to growing the local economy and contributing to enhancement of community vitality.

² EY, Cultural times: the first global map of cultural and creative industries, December 2015

³ Schupbach, Jason. 2015, "Creative Placemaking," Economic Development Journal, vol. 14 no.4 pp.28-33.



Cultural Assets in Brandon



3 Cultural Assets in Brandon

3.1 Background Review

This is not the first exercise undertaken by the City of Brandon in cultural planning. The City has been active in addressing and advancing culture in Brandon via a number of policies, plans, strategies, and by-laws over the last 15 years. These documents are diverse in how they engage with culture. Some deal directly with Brandon’s cultural assets and programs while others make reference to culture in the context of other planning issues.

Understanding the planning context within which Brandon’s Culture Plan is developed is essential to identifying the opportunities that link it to other municipal plans and priorities. It shows where cultural planning is already occurring across the municipality and whether the planning is intentional or not in regard to culture.

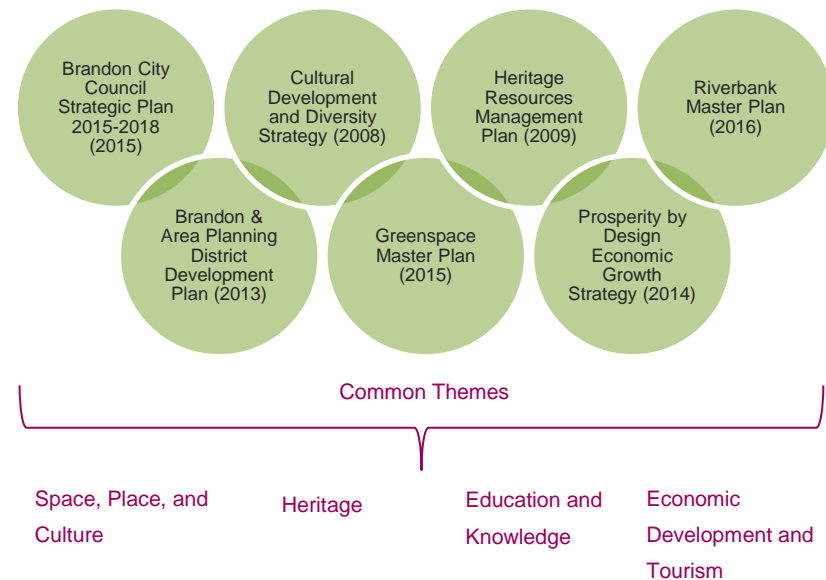
The following plans and documents were examined in creating Brandon’s Culture Plan:

- Brandon City Council Strategic Plan 2015-2018 (2015)
- Brandon & Area Planning District Development Plan (2013)
- Riverbank Master Plan (currently in draft form as of end of 2015)
- Greenspace Master Plan (2015)
- Cultural Development and Diversity Strategy (2008)
- Heritage Resources Management Plan (2013)

- Relevant by-laws such as the Heritage Conservation By-law (2001), the Heritage Tax Credit By-law (2003), and the Downtown HUB Secondary Plan By-law (2012)

For summaries of common themes and a review of these background documents, please refer to the Appendix.

FIGURE 2: CULTURALLY RELEVANT POLICY DOCUMENTS IN BRANDON



3.2 Cultural Mapping

What is Cultural Mapping?

In general, the following definition for cultural mapping has been widely accepted by municipalities across Canada:



'Cultural mapping is a systematic approach to identifying, recording, classifying, and analyzing a community's cultural resources in support of economic and community development agendas'

There are two kinds of cultural resources or assets that are the focus of cultural mapping:

- **Tangible Assets** – Identifying and recording physical cultural resources such as cultural organizations, spaces and facilities, and festivals and events (among others)
- **Intangible Assets** – Exploring and recording the unique stories and traditions of a community

A key component of the Brandon Culture Plan is the creation of a “Cultural Mapping Inventory”. By identifying and mapping cultural resources in the community, the Cultural Mapping Inventory provides a solid base of knowledge and information about local cultural resources to inform subsequent cultural planning and development initiatives.

The focus of the Brandon Cultural Mapping Inventory is on tangible cultural assets. This report makes recommendations related to a variety of ways in which mapping can be continued, including addressing intangible cultural assets. Together, tangible and intangible cultural assets fuel cultural development, contributing to defining Brandon's unique identity.

The Cultural Mapping Process

There is a myth that communities lack information on cultural resources. The reality is that a great deal of information does exist but is unfortunately collected in different ways by different agencies. The first step in cultural mapping is determining a consistent set of categories of cultural resources – known as the *Cultural Resources*

Framework (as seen in Figure 3) within which a wide range of existing information can be effectively consolidated.

Data Collection

The Cultural Resources Framework (CRF) used for the Brandon's cultural mapping inventory is one that is being employed in a growing number of municipalities in Canada of all sizes and circumstances. A major source of the definition of cultural resources in the CRF is Statistics Canada's *Canadian Framework for Cultural Statistics*⁴ which defines the cultural sector in Canada.

For the purposes of Brandon's Cultural Mapping Inventory, the following cultural resources categories have been included (see Figure 3):

- Cultural Industries (Enterprises)
- Cultural Community Organizations
- Cultural Facilities and Spaces
- (Annual) Festivals and Events
- Natural Heritage
- Cultural Heritage
- Cultural Programs and Services

Initial drafts of the inventory were shared with cultural leaders and the public at large for input and validation. These stakeholders were able to increase the robustness of the inventory's findings, ensuring they are as comprehensive and up to date as possible.

⁴ <http://www.statcan.gc.ca/pub/81-595-m/81-595-m2004021-eng.pdf>



FIGURE 3: CULTURAL RESOURCE FRAMEWORK



Developed by AuthentiCity (MDB Insight), 2010

Inventory Overview

As noted earlier, the Cultural Mapping Inventory marks the beginning not the end of cultural mapping efforts in Brandon. Cultural mapping is an ongoing and living process which will be continuously evolving. New resources will be identified and some that currently exist may cease to be active.

Figure 4 summarizes the total number of assets identified for each major asset category. The complete inventory can be seen in the Appendix.

One final consideration is that in some instances the same item has appeared in multiple categories. For example, a library can be categorized a creative cultural industry as an important organization in the community. However, it can also provide space to cultural and community groups to use for their own programming and thus is also an important cultural facility.

FIGURE 4: SUMMARY OF INVENTORY FINDINGS.

| Main Framework Category | % Composition |
|----------------------------------|---------------|
| Cultural Industries | 22% |
| Community Cultural Organizations | 15% |
| Cultural Facilities | 24% |
| Natural Heritage | 8% |
| Cultural Heritage | 14% |
| Festivals and Events | 8% |
| Cultural programs and services | 9% |

Based on a total of 355 cultural resources



The Voice of the Community



4 The Voice of the Community

A number of consultation activities were used to engage local and regional stakeholders in the creation of Brandon's Culture Plan. These consultation activities incorporated perspectives of residents, municipal staff, local cultural groups, community, and business leaders, and regional organizations.

Three main outreach activities were used during consultations:

- **Stakeholder Interviews** – A total of 31 telephone interviews were conducted with culture, business, and community leaders in Brandon. These interviews averaged 20-30 minutes in length and were structured with open-ended questions to generate discussion on the current strengths and challenges for culture in Brandon, and the priorities and opportunities that the Culture Plan presents for Brandon's future.
- **Focus Groups** – Five focus group sessions were held in Brandon from December 1-3, 2015 to engage with Brandon City Council, culture sector leaders, youth, the project steering committee, and community leaders. Each of the focus groups covered a range of questions, including what aspects or components were most important in creating a vibrant cultural future in Brandon, current strengths and challenges for culture in Brandon, and the priorities and opportunities that the Culture Plan presents for Brandon's future. Approximately 100 people were engaged in focus group discussions.

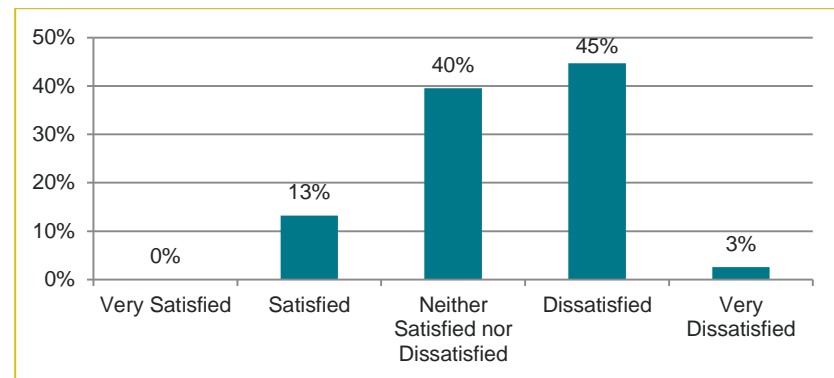
- **Online Survey** – An online survey was distributed to generate input from residents and the public at large as to the strengths, challenges, and top priorities for culture planning in Brandon. The survey generated 43 responses.

A summary of all consultation findings is presented in this section.

4.1 Consultation Summary

Based on one source of input in the online survey, a level of dissatisfaction was expressed with the state of culture and cultural development in the City of Brandon (see Figure 5). While this message came through more strongly in the survey than in other engagement activities, it was raised in other discussions.

FIGURE 5: HOW WELL DO YOU THINK CULTURE AND CULTURAL DEVELOPMENT IS DOING TODAY IN THE CITY OF BRANDON?



Based on 38 responses from the survey

Consultation participants identified that there are a number of important cultural assets and resources in Brandon to build from but that a variety of challenges persist that have prevented these



FIGURE 7: TOP THEMES ON AREAS WORKING WELL AND NEEDING IMPROVEMENT FOR CULTURAL DEVELOPMENT IN THE CITY OF BRANDON

| What is already working well? | What is not happening or not being done well? |
|---|--|
| An Abundance of Cultural Assets | Communications Challenges |
| Regional, National, and International Profile | Perception Issues - Not Acknowledging the Importance of Culture to the Community and Economy |
| A General Support for Culture by the City | A Lack of Funding |
| A Diverse Ethnic Landscape | A Need for More Public Art and Revitalized Heritage Assets |
| A Strong Culture of Volunteerism | A Need for a Guiding Cultural Vision |
| | A Need for More Cultural Facilities and Spaces |
| | Downtown Revitalization |



A Culture Plan for Brandon



Music in the Parks 2, Photo Credit to Photography by Sandy Black



5 A Culture Plan for Brandon

5.1 Vision and Guiding Principles

Vision Statement

The following vision statement shall be used as the guide post for all current and future culture planning and development in the city of Brandon:

The City of Brandon and its partners support culture as a resource to build a diverse, inclusive, sustainable, and vibrant community.

It is recognized that this support for culture will lead to increased economic vitality and a high quality of life for current and future generations in Brandon.

Guiding Principles

In pursuing this vision, the following guiding principles should always be incorporated into cultural planning initiatives:

- Brandon's unique history and culture are sources of civic pride and shared identity that connects the community

- Culture is a major driver in creating the quality of life that attracts a talented workforce and new investment opportunities
- Cultural resources and activities are essential in building and sustaining a vibrant downtown that is a social, economic, and cultural hub for the community
- Cultural opportunities, resources, and activities are accessible to residents of all ages, abilities, ethnicities, and economic circumstances across all parts of the community
- Brandon is a community that values and supports strong cultural organizations working together in partnership and collaboration with sustained communication to achieve common goals
- Cultural development in Brandon continually strives to be innovative in its planning and implementation and will involve all members of the community in those processes
- Cultural resources and opportunities are considered in all areas of planning and decision-making by the Municipality of Brandon

5.2 Strategic Objectives

Based on the planning process, three strategic objectives are outlined to guide cultural planning in the City of Brandon. These strategic directions are intended to be anchors to set the context for a range of continued culture planning and mapping activities.

The three strategic objectives are (as seen in Figure 8):

- **Build a Strong and Vibrant Cultural Sector**
- **Enhance Access to Cultural Resources**
- **Expand Culture's Role in Economic Development**



FIGURE 8: BRANDON CULTURE PLAN STRATEGIC OBJECTIVES



Strategic Objective #1: Build a Strong and Vibrant Cultural Community

Building a strong and vibrant cultural community in Brandon must happen through a renewed emphasis on strengthening collaboration and partnership among Brandon's cultural groups and between these groups and public, private, and community partners. Identifying and creating new platforms and opportunities for these groups to come together must be a priority. One critical result of this collaboration could be the increased awareness of the breadth of Brandon's cultural resources within the cultural sector as well as with the public at large. Continuing to build on the large base of cultural resources in Brandon (e.g. festivals and events in particular) is one immediate way to help increase awareness and encourage new partnerships to be created.

Strategic Objective #2: Enhance Access to Cultural Resources

Enhancing access to Brandon's cultural resources for all residents and visitors is a priority. Difficulties in communication and collaboration related to accessing and learning about all the cultural happenings in the community is a large barrier that is affecting participation in cultural activities. Institutional silos among groups, organizations, the municipality and its departments reduce or discourage collaboration and information sharing. Also, with a diverse range of cultural aspirations coming from an increasingly ethnically diverse community, ensuring these barriers are minimized must be a priority. Addressing the needs of distinct populations within Brandon such as youth groups and conserving and promoting more local history and heritage buildings also play prominent roles in enhancing access to cultural resources in Brandon.

Strategic Objective #3: Expand Culture's Role in Economic Development

Cultural development in Brandon has a large role to play in increasing economic development opportunities in the community. Leveraging the cultural and heritage resources in the community should be considered one of the drivers to support downtown revitalization through supporting the growth of new creative cultural industries and culture related businesses in the area, and by establishing small cultural venues such as performance spaces or gathering places in the downtown. A renewed focus on the cultural resource in Brandon should also be seen as a way to expand the community's tourism sector, drawing more visitor-spending and resulting spin-off employment to Brandon. In these ways, Brandon's cultural resources will help enrich the quality of life that will attract more investment and a talented workforce to the city.



5.3 The City's Role

Governments at all levels throughout Canada are moving to play stronger roles as facilitators and convenors, building stronger partnerships and collaborations internally across department, externally with stakeholder groups, and between stakeholder groups and business and community leaders. In implementing cultural plans and supporting ongoing cultural planning, aligning different municipal departments will take a lead depending on the nature of the issue.

Economic Development will have a role to play in growing creative cultural industries and expanding cultural tourism. Planning plays an important role in preserving built heritage resources and also to agendas related to placemaking and building vibrant public spaces in the community. Community Services will continue to play a role supporting the delivery of cultural programs and activities and working to support and strengthen cultural organizations in Brandon.

From the perspective of the City as a whole the following roles can be identified.

Planner and Policy Maker – Integrating and considering how culture can add value to plans and policies across departments

Partner – Establishing and sustaining relationships with external partners, organizations within the cultural sector, and with community and business partners

Facilitator and Convenor – Building connections and strengthening collaboration

Promoter and Champion – Acting as an advocate for cultural development within the City and beyond

Funder and Provider – Investing in cultural development including support for cultural programs and facilities

5.4 Action and Implementation Plans

Interpreting the Action Plans

Each of the three *Strategic Objectives* is supported by a series of *Goals* which in turn provide a framework for proposed *Actions*. For each action a level of priority has been identified. The level of priority has been based on several criteria, including:

- The level of immediacy and relevance based on the City's objectives
- The resources required
- The logical sequence of actions (i.e. some early actions are intended to build the capacity to undertake later actions, while some actions rely on earlier actions being addressed)

The priority level assigned to each action also corresponds to a specific timeframe. The time frame for each priority level is:

- **Immediate term (I)** – first year
- **Short term (S)** – within 2-3 years
- **Medium term (M)** – within 4- 5 years
- **Long term (L)** – beyond 5 years



Strategic Objective #1: Build a Strong and Vibrant Cultural Community

| # | Actions | Timeline | | | | Partners |
|----------|--|----------|---|---|---|---|
| | | I | S | M | L | |
| 1 | Strengthen Collaboration Among Culture Groups In Brandon | | | | | |
| 1.1 | Develop a Cultural Leadership Group that brings cultural leaders throughout Brandon together, including, representatives of the City (Council and staff), along with leaders drawn from business, community interests, post-secondary and youth, among others. The Council will have a mandate to mobilize cross-sectoral partnership and collaboration necessary to implement the Culture Plan and support ongoing cultural planning and development. | | | | | Council, City staff, culture, community, business, and post-secondary leaders, youth, Brandon Urban Aboriginal Peoples' Council |
| 1.2 | Create a mentorship program that allows for small and large culture organizations to meet regularly and learn from each other | | | | | City staff, cultural, community, business and post-secondary leaders, youth |
| 1.3 | Establish a regional Cultural Managers Network for managers of cultural assets in Brandon to meet regularly (quarterly) to serve as peer-to-peer learning opportunities and a platform for broader strategic collaboration | | | | | City staff, cultural leaders |
| 1.4 | Support the development of an Arts, Culture, and Heritage hub (online or in person) where cultural groups can coordinate activities, share information, and communicate with each other regularly. The hub should also act as a “one-stop-shop” for people to learn about resources and contacts available to help them enter into cultural and creative initiatives. | | | | | City staff, cultural leaders |
| 1.5 | Convene an annual or biennial Brandon Culture Summit to bring culture groups together to dialogue, collaborate, and grow the sector. The purpose is also to celebrate progress made in implementing the Culture Plan over the past year (or period), celebrating other cultural achievements and undertaking “opportunity citing” to identify new cultural initiatives or opportunities. | | | | | City staff, cultural, community, business leaders |
| 2 | Build On The Current Base Of Cultural Resources In Brandon | | | | | |
| 2.1 | Develop a proactive recruitment strategy for the next generation of volunteers. Consider creating a centralized online portal to help coordinate volunteers among many different cultural groups. | | | | | City staff, Municipal Heritage Advisory Committee, Tourism |



| # | Actions | Timeline | | | | Partners |
|----------|---|----------|---|---|---|---|
| | | I | S | M | L | |
| | | | | | | leaders |
| 2.2 | Create a modest individual or group cultural resources grant that is available every year to support cultural development in the community | | | | | City staff, cultural, community, business and post-secondary leaders, youth |
| 2.3 | Develop and adopt a Public Art Policy and related programming <ul style="list-style-type: none"> ■ Consult with the public and stakeholder groups about developing related programming to encourage public art ■ Study best practices in public art programming and funding ■ Develop the policy and programming | | | | | City staff, cultural leaders, business leaders, development community |
| 2.4 | Maintain a roster of heritage properties and an associated walking tour map and/or programming to help residents and visitors interpret the heritage properties | | | | | City staff, external partners, e.g. Manitoba Arts Council |
| 2.5 | Partner to develop an “Artists as Entrepreneurs” training to build the business skills of Brandon’s artists | | | | | Brandon Chamber of Commerce, Entrepreneurship Manitoba |
| 2.6 | Explore the feasibility of creating a Brandon cultural incubator to support new and existing cultural enterprises | | | | | City staff, cultural and business leaders, Assiniboine Community College |
| 3 | Enhance Cultural Awareness And Leadership Of The City Of Brandon Municipal Staff | | | | | |
| 3.1 | Deepen linkages between the City and culture groups throughout the city | | | | | City staff, cultural, community, business and post-secondary leaders, youth |
| 3.2 | Convene a meeting with Senior Administrative Staff to introduce and review the new Culture Plan and to develop a shared understanding of cultural planning and cultural development opportunities | | | | | City staff |
| 3.3 | Design and implement a communications and social media strategy to promote the Culture Plan with the public and within the City | | | | | City staff |
| 3.4 | Create a Cultural Advisory Committee reporting directly to Council, composed of representatives of | | | | | City staff, culture, community, |



| # | Actions | Timeline | | | | Partners |
|-----|--|----------|---|---|---|--|
| | | I | S | M | L | |
| | the cultural sector and other community leaders. Alternatively, assign the advisory function to the Cultural Leadership Group. | | | | | business, and post-secondary leaders, youth |
| 3.5 | <p>Integrate a “cultural lens” into City planning and decision-making. Three important questions should always be considered to help with this:</p> <ul style="list-style-type: none"> ■ How can Brandon’s cultural resources contribute to addressing broader City goals and priorities (e.g. economic diversification, retaining youth, growing cultural tourism, etc.)? ■ How do local planning decisions impact Brandon’s cultural resources (e.g. the impact of new developments on existing and valued natural or cultural heritage resources)? ■ How can Brandon’s cultural resources enhance the quality of place, form, and function of the built environment and the public realm (e.g. public art installations, urban design guidelines, public art commissions for new buildings, etc.)? | | | | | City staff, Council, development community, business community, proposed, cultural leaders |
| 3.6 | Enhance supports for cultural organizers in Brandon. Many local culture groups face similar operational needs and challenges that could benefit from a more centralized support structure (such as access to insurance for events, accessing affordable performance space, promotions and marketing, training and workshops, fundraising, etc.) | | | | | City staff, cultural leaders |



Strategic Objective #2: Enhance Access to Cultural Resources

| # | Actions | Timeline | | | | Partners |
|----------|---|----------|---|---|---|---|
| | | I | S | M | L | |
| 4 | Enhance The Profile Of Culture In Brandon | | | | | |
| 4.1 | Advocate and lobby for an enhanced local presence of provincial bodies that can support cultural resources in Brandon | | | | | City staff, Manitoba Music, Manitoba Arts Council, cultural leaders |
| 4.2 | <p>Enhance the recognition and celebration of cultural resources in Brandon</p> <ul style="list-style-type: none"> Identify opportunities to celebrate local accomplishments or successes (profile success stories) in arts, culture, and heritage developments via social media channels to the general public Consider establishing a program such as “First Fridays” in Brandon. This program has worked effectively in many other communities, designating one consistent day per month where there will be a concerted effort to program a specific site with music or other types of cultural performance Promote street closures to create “third spaces” for cultural and other community events | | | | | City staff, cultural leaders, Municipal Heritage Advisory Committee, business leaders, , cultural leaders |
| 4.3 | Incorporate culture as part of Brandon’s larger brand identity | | | | | City staff, business leaders, cultural leaders |
| 4.4 | <p>Improve signage related to cultural assets such as museums, heritage areas, and special attractions</p> <ul style="list-style-type: none"> Develop a long-term plan for identifying and addressing signage needs for local areas/locations of significance Ensure built form guidelines promote quality signage for area businesses associated with culture | | | | | City staff, cultural leaders, cultural leaders |



| # | Actions | Timeline | | | | Partners |
|----------|---|----------|---|---|---|---|
| | | I | S | M | L | |
| 4.5 | Support cultural groups in the City to develop communications strategies | | | | | |
| 5 | Increase Access To Brandon's Cultural Resources | | | | | |
| 5.1 | <p>Improve access to information on cultural activities in the city using a calendar of events.</p> <ul style="list-style-type: none"> Examine existing City calendars to assess if they are meeting the needs of the cultural sector. Examine best practices in cultural calendars of events in other Canadian municipalities. Accompanying this calendar should also be a centralized repository of information on potential cultural sponsors and funding agencies. | | | | | City staff, cultural leaders, tourism leaders |
| 5.2 | <p>Maintain Brandon's Cultural Asset Inventory and make the results accessible to the general public</p> <ul style="list-style-type: none"> Establish a committee to review and update the asset inventory annually Consider establishing an interactive cultural map or cultural portal as a "one-window" tool for access to information on cultural activities and experiences in Brandon | | | | | City staff, cultural leaders |
| 5.3 | Enhance the amount of visual arts display space in City owned facilities by optimizing the use of existing City facilities for the display of visual arts and identifying spaces in new facilities that would be appropriate for the installation of visual art | | | | | City staff, cultural leaders |
| 5.4 | Encourage the creation of sponsorships and scholarships for those in need to attend and be involved in more cultural programming in the City | | | | | City staff, cultural leaders business leaders |
| 5.5 | Develop an "Arts Exchange Program" that encourages cultural elements to be a part of community planning in the city (such as having rotating artist displays throughout businesses in town, purchasing museum display cases that can be placed at key places in the community to tell of Brandon's history and culture, and having culture play a more prominent role in Business Improvement Association programming) | | | | | City staff, cultural leaders Municipal Heritage Advisory Committee |



| # | Actions | Timeline | | | | Partners |
|----------|---|----------|---|---|---|--|
| | | I | S | M | L | |
| 5.6 | Explore the potential of using new technologies that can help consolidate and distribute information on Brandon's cultural assets, such as developing a mobile or web based app for culture in the city. | | | | | City staff, Institutional leaders e.g. ACC/BU, business leaders |
| 5.7 | Investigate the feasibility for a new mid-sized performance/multi-purpose arts and culture facility located in Brandon's downtown core. The new facility could include such things as exhibition and performance space, studio and live/work spaces for lease, and fee-for-service administration resources (photocopy/printing, meeting rooms, small-scale storage, etc.) to accommodate demand from artists and creative enterprises. | | | | | Proposed Cultural Advisory Committee or Leadership Council, city staff, provincial leadership, Council, cultural, business and institutional leaders |
| 6 | Strengthen Youth Participation In Brandon's Cultural Activities | | | | | |
| 6.1 | Engage youth in advising on current culture program offerings and generating new ideas for programs and activities | | | | | City staff, cultural leaders, business leaders |
| 6.2 | Establish a youth mentoring program to connect aspiring young people that have interests in the culture sector with mentors in the sector | | | | | City staff, cultural leaders, business leaders, cultural leaders |
| 6.3 | Encourage youth enrollment in cultural programming through a city-wide awareness campaign | | | | | City staff, cultural leaders |
| 6.4 | Encourage the recruitment and engagement of youth on the Board of Directors for cultural organizations | | | | | City staff, cultural leaders |
| 6.5 | Explore opportunities to build relationships between Brandon's cultural organizations and secondary schools in order to connect students to volunteer and employment opportunities | | | | | City staff, cultural leaders Brandon School Division, Brandon University, ACC |
| 6.6 | Consider the integration in existing cultural facilities of "Maker Spaces" equipped with 3D printers and sound and video recording technologies. These tools make it possible for youth to become cultural producers and creators in addition to their consumption patterns of cultural experiences through web and digital media. | | | | | Cultural leaders, business leaders |



Strategic Objective #3: Expand Culture's Role in Economic Development

| # | Actions | Timeline | | | | Partners |
|----------|---|----------|---|---|---|--|
| | | I | S | M | L | |
| 7 | Incorporate Findings From The Culture Plan Into Current And Future Economic Development Planning | | | | | |
| 7.1 | Continue to foster a collaborative relationship between Brandon's Community Services department and the Economic Development department | | | | | City staff |
| 7.2 | Explore opportunities to attract more creative enterprises and cultural resources to Brandon | | | | | City staff, business leaders, external partners e.g. Creative Cities Network of Canada |
| 7.3 | Position Brandon's downtown as a vibrant commercial hub that can support more cultural assets <ul style="list-style-type: none"> ■ Encourage more public gathering spaces ■ Consider levying a 1% development surcharge on future capital projects undertaken by the City or Province in order to fund more public art ■ Incentivize investment to revitalize historic buildings | | | | | City staff, Renaissance Brandon |
| 7.4 | Complete an economic impact assessment of culture on Brandon's economy and use the results to support further funding for the sector | | | | | City staff, business leaders, provincial partners |
| 8 | Leverage Cultural Resources For Tourism Development | | | | | |
| 8.1 | Strengthen cultural tourism by developing a stronger and broader range of cultural tourism products and packages | | | | | City staff, tourism leaders |
| 8.2 | Develop an awareness campaign designed to get local residents interested in exploring Brandon's many cultural enterprises | | | | | Tourism leaders, Municipal Heritage Advisory Committee, cultural leaders |
| 8.3 | Develop a culture brand for Brandon to support marketing and cross-promotion of programs and events as well as stimulating a stronger sense of community within the cultural sector. The brand should be available to any organization for use in print or web-based marketing | | | | | City staff, cultural leaders, economic leaders, cultural leaders, tourism leaders, |



| # | Actions | Timeline | | | | Partners |
|---|---|----------|---|---|---|---------------------|
| | | I | S | M | L | |
| | materials, event banners, etc. <ul style="list-style-type: none"> Acts as a “meta story” to help communicate a consistent message about the city as a cultural destination Should include considerations of a cultural tourism strategy Should also include consideration of a festivals and events strategy that distinguishes between different types of events in order to focus investment in festival development (i.e. those events that already attract sizeable numbers of attendees vs. those with the potential to grow into larger tourism events vs. those that are primarily community focused with limited tourism potential). | | | | | provincial partners |

5.5 Monitoring and Evaluation

Performance measures and indicators are gaining greater attention in Canadian municipalities. One source of insight is the *Municipal Cultural Planning Indicators & Performance Measures Guidebook* prepared in 2011 by the Canadian Urban Institute. The report sets out a wide range of indicators and performance measures as well as a process to identify and implement effective monitoring and evaluation system. Five categories of indicators are provided addressing a range of community benefits or outcomes:

- Fostering Creativity
- Creating Wealth
- Creating Quality Places
- Strengthening Social Cohesion
- Organizational Change

For the purposes of the Brandon Culture Plan, some performance measures worth considering connected with the Strategic Objectives and Actions include:

- Total expenditures culture by the municipality (includes operating, grants, and capital expenditures)
- The number of cultural organizations and artists from Aboriginal or diverse ethno-cultural communities



- Number of creative cultural industries as a percentage of total businesses
- Number of people working in the creative cultural industries
- Number and distribution of cultural facilities and spaces
- Number of listed cultural heritage properties
- Number of annual or recurring cultural events
- Funds leveraged by municipal investment in culture grants (i.e. the increase in operating budgets of community cultural organizations that received grants from the municipality)
- Number of times cultural resources appear in plans and policies across municipal departments
- Success and number of attendees in convening the first Cultural Summit
- Number of new collaborative programs
- Completion of a Public Art Policy
- Number of temporary displays in empty storefronts
- Total number of volunteers and number of new volunteers recruited
- Number of new festivals or events launched
- Number of new collaborative programs
- Completion of a Public Art Policy
- Number of temporary displays in empty storefronts
- Total number of volunteers and number of new volunteers recruited
- Number of new festivals or events launched
- Number of cultural tourism packages developed
- Number of tour operators adopting cultural tourism packages
- Number of business sponsorships secured
- Number of collaborative programs or initiatives launched

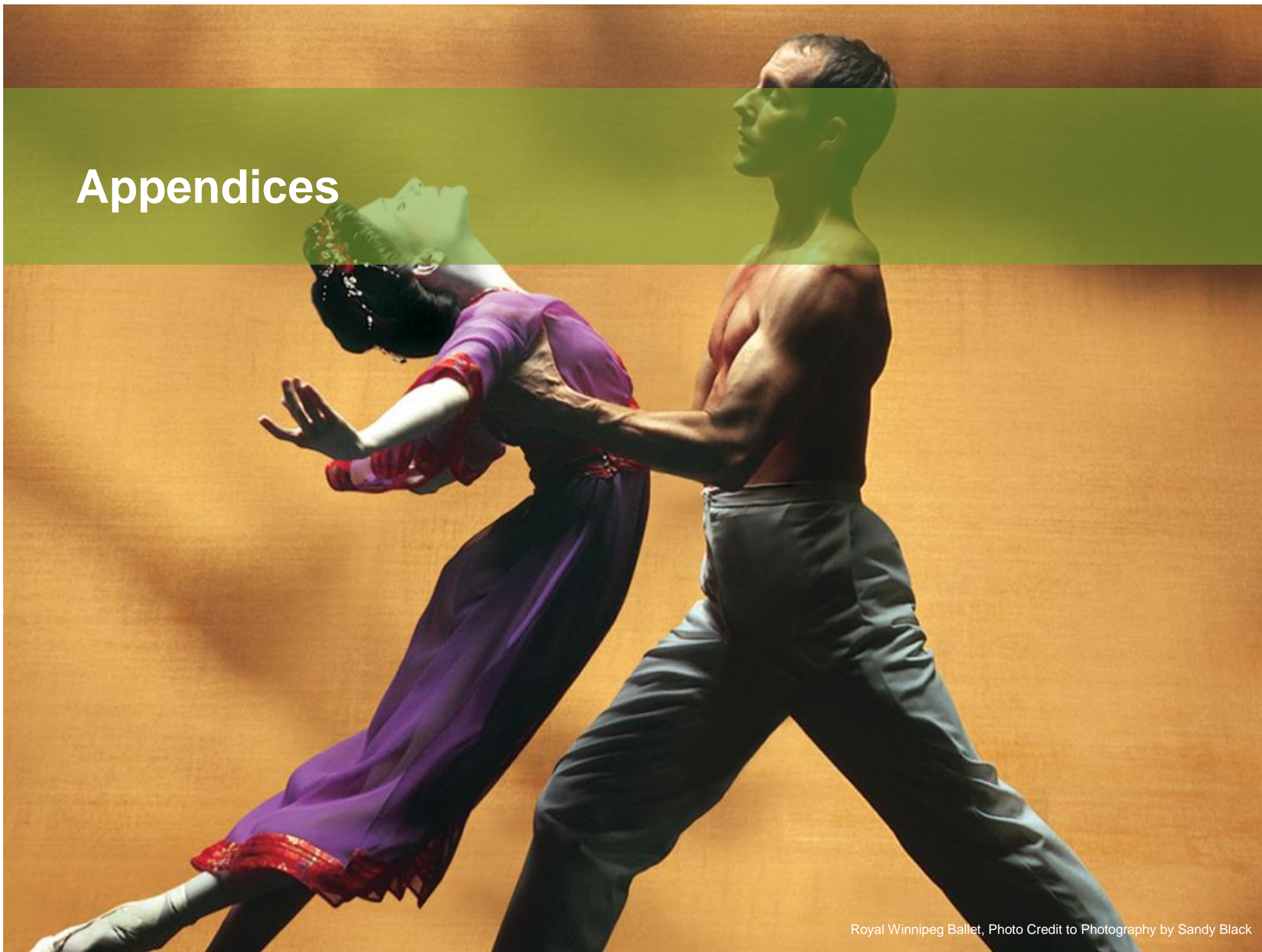
The Guidebook suggests that the first step to be taken in developing a set of indicators is to decide what “story” the municipality wants to tell through its monitoring and evaluation. Generally this “story” is tied to municipal plans and priorities. Once adopted, an early priority in the implementation of the Culture Pan should be convening a meeting of the City staff to determine the suite of indicators best suited to the City’s needs.

Once a suite of indicators has been selected, it is recommended the City work collaboratively with cultural leaders to monitor progress in implementing the Culture Plan through a regular Report Card. The Report Card provides a means of updating Council, the cultural sector, and



the wider community on progress in implementing the Culture Plan as well as in profiling new cultural initiatives not profiled in the Plan. The frequency of the Report Card should then be determined, with some municipalities producing annual reports and others reporting on a less frequent basis (perhaps every two years) to reduce the time and resources required.

Appendices





Appendix A – Background Literature

Definitions

While some cultural planning is incorporated into the Province of Manitoba's policy planning, there is currently no established standard for defining municipal cultural planning in the province. Many Canadian municipalities, however, have developed customized definitions for municipal cultural planning that can be used as benchmarks for defining this process.

A commonly referenced definition of municipal cultural planning is that employed by Ontario's Ministry of Tourism, Culture and Sport in its municipal cultural planning tool kit:⁵

Cultural Planning is a municipally led process, approved by Council, for identifying and leveraging a community's cultural resources, strengthening the management of those resources, and integrating those cultural resources across all facets of local government planning and decision-making.

Cultural Planning is part of an integrated, place-based approach to planning and development that takes into account four pillars of sustainability: economic prosperity, social equity, environmental responsibility and cultural vitality.

⁵ AuthentiCity, Municipal Cultural Planning: A Toolkit for Ontario Municipalities. Municipal Cultural Planning Inc. (<http://www.ontariomcp.ca/library-2>), 2014.

The definition establishes cultural planning as both a process of government and an element of sustainable development.

It is important to build a shared set of assumptions among the many partners needed to successfully implement the City of Brandon's Culture Plan. The following definitions and principles are intended to help build shared understanding of some fundamental values or principles of cultural planning:

- **Cultural Resources** – Cultural Planning embraces a broad definition of cultural resources that includes creative cultural industries, cultural spaces and facilities, natural and cultural heritage, festivals and events, and community cultural organizations. These are equally viewed as assets; i.e. things of value to the community.
- **Cultural Mapping** – Cultural Planning begins with cultural mapping, a systematic approach to identifying and recording a community's tangible and intangible cultural resources (often using Geographic Information Systems).
- **Adopting a 'Cultural Lens'** – Cultural Planning involves establishing processes to integrate culture as a consideration across all facets of municipal planning and decision-making.
- **Cross-Sector Strategies** – Cultural Planning requires new partnerships or shared governance mechanisms (such as Cultural Roundtables) to support ongoing collaboration between the municipality and its community and business partners.
- **Networks and Engagement** – Cultural Planning involves strengthening networks across the cultural sector with



comprehensive and ongoing strategies to support community engagement.

Common Culture Themes in Brandon's Existing Policy Documents

The following culture and cultural planning themes were identified in reviewing Brandon's policy documents. A review of each policy document examined is included in the next section.

Space, Place, and Culture

Many of the documents have connections to space in Brandon related to cultural development. When space is assigned a shared meaning by the community, it transforms into a place of significance. The Riverbank Master Plan is a good example of how the City of Brandon is prioritizing the use of space as a conduit for bringing people together and celebrating diversity in culture.

The Brandon and Area Planning District Development Plan, the Greenspace Master Plan, and Heritage Resource Master Plan also have components that are designed to make existing space in the city connect to culture through policies that identify areas for shared use, historical or heritage-related significance, and/or for their preservation and upkeep.

Places of cultural significance are diverse throughout the city but they share collective meanings to different demographics, groups, and individuals.

The policies promote and encourage, in varying degrees, the cultural vibrancy and character of Brandon's built and natural environment.

Heritage

Heritage is also a common theme within multiple documents. In one sense it relates to the legacy of different people and their histories that create Brandon's collective identity. In this sense, heritage has a connection to its origin as a community from the past and seeks mechanisms to ensure its longevity.

Another way that heritage is raised in these documents is in regard to architecture and the general built environment. Numerous documents and by-laws are directly associated with identifying and promoting the continued preservation of heritage buildings, amenities, and farm structures. The Tax-Credit By-law provides incentives for their preservation or restoration, while the Heritage Conservation By-law sets the parameters for how these spaces are identified, registered, and administered. It imparts obligations on City departments and on property owners.

Education and Knowledge

Several documents, including the previous Cultural and Diversity Plan, Heritage Resource Master Plan, and Downtown HUB Secondary Plan by-law acknowledge the importance of education and knowledge building associated with components of cultural development.

Education relates to the public at large, specific individuals (such as heritage property owners), or municipal departments. Educational components generally establish the significance of a given policy or set of policies and their relevance or value to the City and its stakeholders.



Economic Development and Tourism

A final theme that emerges from most documents is a notion of creating a better version of Brandon than currently exists. The subtext is a desire to increase investment and growth within the community along economic lines.

The wealth of local cultural assets is seen as a contributor to quality of life and quality of place in Brandon, which become major determinants for attraction and retention of individuals and businesses.

There is also a clear connection to tourism, because many assets of cultural significance can also be marketed to attract people to the city and can help to enhance the perception of Brandon to its residents and potential newcomers or visitors.

Brandon's most recent Economic Growth Strategy does not engage in culture very deeply, but rather focuses on event tourism and less so on assets related to heritage, museums, or public space.⁶

Overlapping Priorities between Existing Brandon Policy Documents and the Culture Plan

The figure below (Figure 9) provides an overview of some of the ways that existing policy documents and plans in the City of Brandon already share overlap with objectives identified in this Culture Plan. This is not to say that the actions for a particular objective in the Culture Plan are identical to those in preceding documents, but instead to indicate where the objectives themselves

relate to ideas discussed, advocated, or prescribed in those previous documents. As such, they demonstrate how this Culture Plan represents a continuation or expansion of initiatives rooted in previous work by the City of Brandon.

The only document to find minimal overlap with the current Culture Plan is Brandon's Prosperity by Design Economic Growth Strategy. This disconnect is explained by the relatively narrow strategic focus of the Economic Growth Strategy on event tourism and not on the broader cultural tourism sector. That being said, there is mention of encouraging greater collaboration and partnerships which is an area of particular importance for the culture sector in Brandon.

⁶ City of Brandon, "Prosperity by Design: Economic Growth Strategy 2014-2019," 2014.



FIGURE 9: OVERLAPPING AREAS BETWEEN BRANDON EXISTING POLICY DOCUMENTS AND THE STRATEGIC OBJECTIVES AND GOALS WITHIN THE CULTURE PLAN

| Existing Policy Document | Build a Strong and Vibrant Cultural Community | | | Enhance Access to Cultural Resources | | | Expand Culture's Role in Economic Development | |
|--|--|--|---|---|---|---|--|--|
| | Strengthen collaboration among culture groups in Brandon | Build on the large base of cultural resources in Brandon | Enhance awareness and cultural leadership among City of Brandon municipal staff | Enhance the profile of culture in Brandon | Increase Access to Brandon's Cultural Resources | Strengthen youth participation in Brandon's cultural activities | Incorporate findings from Culture Plan into current and future economic development planning | Leverage heritage and cultural resources for tourism development |
| Brandon City Council Strategic Plan (2015) | | | | | | | | |
| Cultural Development and Diversity Strategy (2008) | | | | | | | | |
| Heritage Resources Management Plan (2009) | | | | | | | | |
| Brandon & Area Planning District Development Plan (2013) | | | | | | | | |
| Greenspace Master Plan (2015) | | | | | | | | |
| Prosperity by Design Economic Growth Strategy (2014) | | | | | | | | |



Key Policy Documents Reviewed

This section reviews key components of various strategic plans and documents relevant to culture planning in the City of Brandon.

Brandon Council Strategic Plan 2015-2018 (2015)

The Brandon Council Strategic Plan begins with its mission statement, “To improve safety, health, economic security and quality of life in our community.” Of relevance to cultural development are both economic security and quality of life. Economic security can be seen as an end-product of some cultural development activities, while quality of life is composed of the various things that give a positive meaning to a place or state of being. If an area is devoid of arts, culture and heritage assets, quality of life is among the first casualties, resulting in a bland and unattractive place.

There are four priority areas relevant to cultural development:

Keystone Centre – This priority area holds a direct connection to cultural development in Brandon because of all of the activities and events that occur on the location. Promoting the Keystone Centre as a place for different kinds of events may also result in spin-off or complementary businesses nearby which may be related to arts, culture or heritage.

Downtown Revitalization – This priority has a direct connection to cultural development through revitalization goals associated with cultural enrichment, heritage property preservation and restoration, and overall liveliness. An additional consideration the Plan makes is to attract new residents and businesses to the downtown core, which may result in a growth in creative industries.

Economic Prosperity – This priority area references the 2014-2019 Economic Growth Strategy, Prosperity by Design as a yard stick. A

key short coming in Prosperity by Design is that it does not address cultural assets or creative industries at all, which leaves a blind spot in economic planning. Moreover, neither the Strategic Plan nor Prosperity by Design engages in cultural components of tourism, translating to a missed opportunity for economic gardening and investment attraction.

Recreation Facilities – This priority establishes a need for an updated recreation facilities master plan. There are also goals to build new greenspaces, upgrade existing parks and continue development of the trail system. These priorities reflect possible enhancements to natural heritage, a key component of cultural development and quality of life. The section also discusses the Brandon Riverbank Corridor development project.

Community Inclusion – This priority area has an indirect connection to cultural resources in that it promotes an open and inclusive Council, which is something stakeholders have been asking for in consultation activities.

Brandon & Area Planning District Development Plan (2013)

Released in 2013, the Brandon & Area Planning District (BAPD) Development Plan applies to the City of Brandon and two rural municipalities that border upon it. The Plan outlines intended policy directions for different aspects of municipal planning, of which arts, culture, heritage, and tourism factor in at different points.

Reference to heritage, particularly buildings (residential, commercial or farm) occurs regularly in discussions of property. In addition, it emerges as one of the various criteria to be considered in developing future secondary plans for intensification and evolution of neighbourhoods. The Plan’s outline of Special Purpose Programs



also touches on heritage, art and culture, and tourism programs as distinct focal areas.

A specific section of the Plan addresses heritage and cultural policies. It cites three primary objectives for heritage and cultural planning:

- To preserve and enhance significant historic, architectural and archaeological resources for the culture, prosperity, education, and general welfare of local residents and visitors to the area.
- To promote awareness and continued use of structures that illustrate unique or interesting architectural form and design, or that are connected with historically significant people, groups, places, events or themes.
- To promote art as a catalyst to foster civic pride and identity in both public improvements and private development.

The first objective relates to minding and improving assets that currently already exist, while the other two employ a discourse suggestive of education and capacity building. Also of note is that the objectives are inclusive of various stakeholders as either locals or visitors.

The Plan outlines eight specific policies related to heritage and culture. These are:

- **Investigation and Designation:** Historical, architectural and archaeological investigations to further determine the extent and significance of these resources will be encouraged. The establishment of municipal heritage committees and municipal heritage by-laws will also be encouraged.
- **Preservation and Recovery of Archaeological Artifacts:** Where areas known to be of archaeological significance are proposed to be developed, or altered, arrangements will be

made by the development proponent, for the recovery and/or preservation of significant information and artifacts, in accordance with the provisions of the Heritage Resources Act.

- **Preservation, Enhancement & Rehabilitation of Heritage Structures:** The appropriate rehabilitation and restoration of structures with heritage significance will be encouraged, in a manner that maintains the characteristics of the original construction.
- **Tourism Activities:** The development of tourism activities utilizing cultural or historic sites will be of a type which will not significantly degrade the cultural or historic features of the site.
- **Adjacent Development:** Recognized cultural and historic sites should be suitably protected or buffered from adjacent development that might otherwise endanger their continued existence.
- **Heritage Design Guidelines and Districts:** Municipalities may provide for the development and establishment of heritage design guidelines and character districts.
- **Character Districts:** To consider establishing character districts within existing and new neighbourhoods in the City of Brandon that celebrates municipal tradition and pride.
- **Public Art:** The City of Brandon should explore a program or policy which integrates works of art within public improvements and private developments.

Greenspace Master Plan (2015)

Constituting the most recent policy document that shares overlap with cultural planning, the Greenspace Master Plan promotes a healthy community, improves the character and identity of the City and promotes economic development and tourism.

The vision of the Master Plan is:



Brandon will offer a system that is integrated and linked where users can easily move from place to place; a system that promotes and enhances sporting events and activities, passive recreation and healthy lifestyles and unique cultural events and a system that is a major tourism generator and attraction.

Brandon has a unique opportunity to maintain its small city charm and enhance economic opportunities hosting outdoor events of arts, culture and sporting while serving local residents and visitors alike.

In addition to developing a healthier community and more activities for residents to enjoy, the community will focus on enhancing its identity and character promoting pride through an attractive and connected Greenspace System for all users.

The Master Plan uses five goals to guide and measure progress:

- To bring the community together, focusing on the Greenspace System as a nationally renowned brand, promoting a healthy lifestyle and a greater awareness of heritage and culture
- To offer a variety of connected and linked trails, open spaces and facilities, promoting a high quality, high profile, safe and secure Greenspace System
- To address the needs of all user groups in the community and promote accessibility and equity in the availability and opportunity to use greenspaces
- To develop iconic attractions and destinations within the community enhancing the identity and brand of Brandon and promote economic opportunities through a comprehensive Greenspace System
- To protect floodplain areas, community investment in recreation facilities and promote the enhancement and understanding of the natural environment

The overarching theme of the goals is one of enhancing the quality of place in Brandon by tying greenspaces with culture, social wellness and the economy. A strong attempt is made to develop a brand premised on these three components.

Though the plan is structured with a 20 year outlook, it is expected that reviews should occur at five year intervals.

In total, 12 strategic recommendations are provided:

- Naturalize Assiniboine River Lands
- Focus on Riverbank Discovery Centre
- Maintain Eleanor Kidd Park & Gardens
- Promote Greenspace for All Age Groups
- Promote Greenspace for Children's Play
- Maintain Recreation Centre Land
- Develop a Model Multi-use Activity/Celebration Park
- Develop a Premium Celebration Greenspace
- Enhance Public Use of Keystone Centre Event Grounds
- Strengthen Community Identity and Character

In addition to the strategic recommendations, there are also many specific recommendations related to park dedication, additional personnel, expanded responsibilities and other identified issues.

Because cost is often a significant consideration, a section of the Plan outlines projected costs for various key components of the Plan. In addition, a greenspace classification system was redeveloped, replacing a previous system with one based on characteristic and functional aspects of the space. Though all greenspace can be perceived as relating to cultural development, the categories allow for easier delineation of the types of cultural activities or assets likely to be encountered in a given space.



Cultural Development and Diversity Strategy (2008)

The 2008 Cultural Development and Diversity Strategy have its origin in the amalgamation of the cultural development and cultural development portfolios under the Community Services Development.

The Strategy identifies four specific benefits of cultural development:

- Better health and well-being of citizens
- Enhanced community identity and community unity
- Community revitalization and the re-development of neighbourhoods
- Positive economic effects

The Strategy also identifies a series of principles for cultural development:

- Quantify and clearly establish the City's role in terms of cultural development and diversity
- Establish recognizable features and elements within the community that represent the importance of culture and diversity in our community
- Promote racial harmony and respect for cultural diversity within the community
- Foster partnerships among individuals, groups and organizations
- Create opportunities for cultural expression and learning
- Build on community strengths by cultivating social connections and utilizing existing community resources

The policy-relevant component of the Strategy is its strategic recommendations centred on four categories:

- Policy and funding

- Develop a comprehensive Public Art Policy and Program
- Establish a percent-for-art program for the City of Brandon
- Develop a “round-up” funding program that allows citizens to round up their tax and utility bills to support a special fund for arts and culture
- Improve the reporting to the community on the level of financial support provided by the City of Brandon related to arts and culture

- Building a reputation

- Develop a “Cultural Capitals Committee” focused around putting together a grant submission for the Federal Government's Cultural Capitals of Canada for consideration in 2011 or 2012
- Develop an arts and culture corridor in the City

- Initiatives

- Establish a “Culture Crawl” monthly series of events that includes gallery openings, mini performances, cultural displays, etc.
- Develop a mural program for the community
- Consider a range of support mechanisms for individual artists, including subsidized workspace, display space and incubator space
- Work to strengthen business involvement with cultural non-profits through a coordinated program of volunteer recruitment and board development
- Improve the usage of the web-based calendar for cultural events, activities and instructors



- Strengthen the network of city facilities that can be used to deliver cultural programming in neighbourhoods throughout the city (i.e. library, parks, schools, churches, community centres, etc.)
 - Establish a Poet Laureate Program for the City of Brandon
 - Establish partnership programs among religious institutions with cultural activities to share venues and programs and to mix the range of artistic styles accessible to all attendees
- Cultural diversity
 - Develop a translation postcard / note to include in information that is being provided from the City
 - Develop and provide culture diversity / awareness training to all employees
 - Develop a loan service for training videos and manuals related to cultural diversity
 - Develop a Welcome to the City of Brandon Poster Campaign
 - Include a translation option on the City of Brandon website
 - Establish a goal of having the civic workforce be representative of the public it serves
 - Establish a Multicultural Discussion Forum

While the Strategy provides useful policy recommendations, a key shortcoming is that it does not establish a vision for cultural and diversity development.

Heritage Resource Management Plan (2013)

The Master Plan sets forth a mission for the City of Brandon to:

Maintain community commitment in the city of Brandon to the preservation and presentation of heritage resources and to provide opportunities for public awareness of, education about and participation in heritage conservation.

The plan recognizes three obligations on the part of the City in regard to heritage planning:

- Identify resources that are or will be of heritage significance, so that the City may put into place various measures that will protect them for future generations
- Establish guidelines and processes to manage and promote heritage resources so that their heritage values are retained while ensuring that they have productive and viable futures
- Ensure that a good representative sampling of the City's heritage resources, which reflect the diversity of the City's historic and cultural beginnings and ongoing growth, are preserved

The Plan includes four areas of concentration:

- Evaluation and designation (inventory and evaluation processes)
- Protection and preservation (to encourage designation and preservation)
- Public awareness and education (assistance and advice to the public)
- Programs and policies (heritage resources affected by the development process)

The Master Plan also re-affirms the continued relevance of the Brandon Municipal Heritage Advisory Committee and its operations. It also outlines the scope of the Heritage Coordinator role, established as a full-time contract position with the City.



Heritage Management Plan (currently in draft form as of end of 2015)

Based on a provision outlines in the Heritage Resource Management Plan, the City has developed a Heritage Management Plan framework to guide heritage planning. The framework is overseen by the Planning & Building Safety Department and includes the following priority areas and goals:

- Protect and preserve heritage
 - Inform to protect heritage via an inventory and register of historic resources, assist with providing information and provide materials for education and informational purposes
 - Enable to protect heritage
 - Protect municipally owned heritage resources
- Recognize heritage
 - Increase heritage awareness
 - Tie education to heritage
 - Collaborate on heritage
- Plan for heritage
 - Improve heritage marketing capabilities
 - Link heritage management with land use planning

Within each of the above goals, the plan articulates specific deliverables to strive toward.

Relevant By-laws

Two key by-laws hold connections to cultural development in Brandon:

- Heritage Conservation By-law
- Heritage Tax Credit By-law

Heritage Conservation By-law (2001)

This by-law outlines a range of provisions associated with heritage conservation in the City of Brandon. At its core it establishes the parameters of the following heritage initiatives:

- Brandon Municipal Heritage Advisory Committee
- Inventory of local sites of interest
- Designation of municipal heritage sites
- Protection of Designated Heritage Sites
- Informational and education programs
- Other formalities about process

Heritage Tax Credit By-law (2003)

This tax credit by-law applies to heritage properties. It establishes, via 14 clauses and an appended set of guidelines, the parameters for establishing the tax credit program, its accessibility, its scope and its limits.

The program serves as an incentive for the preservation and upkeep of recognized heritage properties across the community. Applicants can receive up to 50% of the net private investment as a tax credit, to a maximum of \$500 per year. While there is an annual ceiling, the credit can be applied for every tax year if expenses have been claimed that year.

Downtown HUB Secondary Plan By-law (2012)

Centred under the jurisdiction of Renaissance Brandon, the Downtown HUB Secondary Plan establishes a vision to:



Flourish and grow into a vibrant and dynamic place, the preferred destination in the region, by offering a wide range of unique and diverse experiences and stimulating economic opportunities

The Plan sets forth the context in which a central HUB located in Brandon's downtown core would be the centre of activity in the city by exuding the following key values:

- **Diversity:** The Downtown Core is about diversity of both people and experience. It is a good place to live, work, and play for everyone regardless of age or income level
- **Uniqueness:** Experiences that are found downtown, the merchants, activities, and promotions, are unique to downtown and need to be capitalized on. Big box stores, retail chains and other elements more common to the suburban landscape are conspicuously absent.
- **Character:** Building on the bones of the historic buildings and turn of the century architecture in the area, downtown is meant to remind citizens of where we've come from and the values upon which the City was built.

The Plan establishes the HUB as a centre for policies that bring together commercial, cultural, civic and tourism dimensions.



Appendix B – Detailed Cultural Mapping Findings

Cultural Mapping

The past several years have seen a move toward greater consistency in definitions and methodologies in cultural mapping throughout Canada.⁷ In general, the following definition for cultural mapping has been widely accepted by municipalities across Canada:

‘Cultural mapping is a systematic approach to identifying, recording, classifying, and analyzing a community’s cultural resources in support of economic and community development agendas’

There are two kinds of cultural resources or assets that are the focus of cultural mapping:

- **Tangible Assets** – Identifying and recording tangible cultural resources such as cultural organizations, spaces and facilities, and festivals and events (among others)
- **Intangible Assets** – Exploring and recording the unique stories and traditions of a community

A key component of the Brandon Culture Plan is the creation of a “Cultural Mapping Inventory”. By identifying and mapping cultural resources in the community, the Cultural Mapping Inventory provides a solid base of knowledge and information about local cultural resources to inform subsequent cultural planning initiatives.

⁷ Municipal Cultural Planning Inc. (2010), Cultural Resource Mapping: A Guide for Municipalities. <http://www.ontariomcp.ca/library>

The focus of the Brandon Cultural Mapping Inventory is on tangible cultural assets. This report makes recommendations related to a variety of ways in which mapping can be continued, including addressing intangible cultural assets. Together, tangible and intangible cultural assets fuel cultural development, contributing to Brandon’s uniqueness.

Uses of Cultural Mapping

The Cultural Mapping Inventory in Brandon is the beginning, not the end of cultural mapping efforts. The Brandon Culture Plan establishes a solid baseline of data on cultural resources in Brandon that describe current conditions and provide a benchmark against which to assess future growth and change in the community. It also identifies important assets to grow the local economy and enhance quality of life.

There are three main ways to use cultural mapping:

1. Cultural Mapping as a Planning Tool

Identifying and mapping cultural assets strengthens the base of information with which to inform future planning and decision-making by the City and other stakeholders. For example:

- **Land use planning** – Mapping can inform zoning decisions, planning for natural and cultural heritage conservation, and downtown revitalization
- **Economic planning** – Mapping can help identify strengths in creative cultural industries and occupations and help track



change over time to inform economic development strategies. Also, identifying and profiling Brandon's unique cultural resources and experiences supports tourism development.

2. Raising Awareness and Increasing Access to Cultural Assets

Building consolidated databases of cultural assets supports increased awareness of these assets for both residents and tourists. Some municipalities are using cultural mapping data to develop web-based 'cultural portals' and interactive maps to promote awareness and expand access to cultural life in the community.

3. Connecting the Cultural Sector

The cultural sector in most communities, including Brandon, tends to be fragmented between arts groups, heritage groups, cultural businesses, etc. The creation of a consolidated database supports opportunities to improve communication and collaboration across different types of local cultural group and activities.

The initial source of cultural mapping data for Brandon's Culture Plan was drawn from *infoCanada*. *infoCanada* consolidates information from Statistics Canada and local Yellow Pages. In more urban communities, *infoCanada* can provide upwards of 75-80% of cultural resource inventories/databases. The result for less urban communities is that the process must rely to a much greater degree on local knowledge and community input.

Beyond the data generated by *infoCanada*, the following sources contributed valuable information to building and validating the cultural asset inventory:

- Brandon Greenspace Master Plan
- Brandon Heritage Resource Master Plan

- Tourism Brandon
- Manitoba Heritage Council Commemorative Plaques
- Economic Development Brandon
- Internet searches using key words
- Input for community stakeholders

Sustaining Cultural Mapping in Brandon

The cliché is that it is relatively easy to develop databases; much harder to maintain and update them. This section of the report addresses steps that should be taken to ensure cultural mapping is sustained in Brandon for its full potential to be realized.

Assigning Mapping Responsibilities

The key to establishing sustainable cultural mapping programs in municipalities is to secure the participation and support of a range of partners. No one agency can be expected to assume responsibility for collecting and maintaining information. Among the partners that have come together to support ongoing mapping in other communities are the following:

- **The Municipality** – through staff responsible for relevant planning and program areas, together with GIS support
- **Public Libraries** – libraries are important sources of community information and also bring with them strong information management systems and knowledge
- **Local Historical Societies** – bring strong of the history and cultural resources of the community
- **Local Arts Councils or Arts/Culture Advisory Committees** – with information on a range of local arts and cultural groups and activities



- **Chambers of Commerce or Business Improvement Associations** – often will be the best source of information on new cultural industries or enterprises as well as festivals and events

Critically important to success is an overall coordinating group that assumes responsibility and accountability for supporting ongoing mapping activity. In the City of Brandon, strong consideration should be given to mandating the Arts and Culture Advisory Committee, working in collaboration with City staff, to assume such a leadership role. The Committee should include individuals with an awareness of a broad range of cultural resources and activities. This coordinating function would require a clear definition of the roles and responsibilities of the Arts and Culture Advisory Committee and of City staff. Continuation of the work would also require confirmation from the City of a commitment of staff time to work with the Committee and support ongoing mapping efforts.

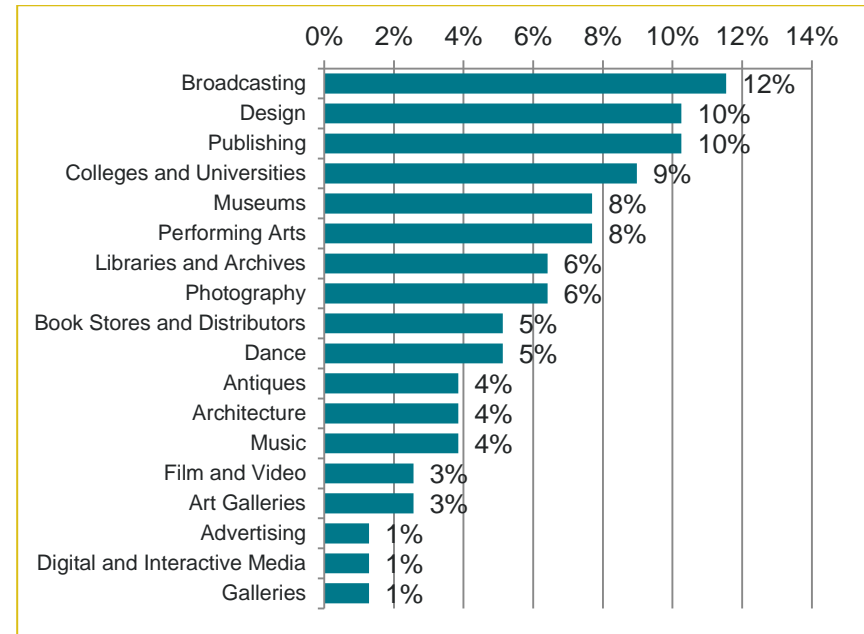
If the City plans to integrate the mapping results into a GIS format (which is highly recommended) it should ensure that GIS staff are involved in discussions about updating information identified by the Committee.

Cultural Resources in Brandon by Category

Cultural Industries

Cultural industries are summarized in Figure 10. The largest sub-sector was broadcasting, because of Brandon's large selection of radio stations. Also of higher number were design and publishing related industries and colleges and universities.

FIGURE 10: CULTURAL ENTERPRISES IDENTIFIED IN BRANDON.

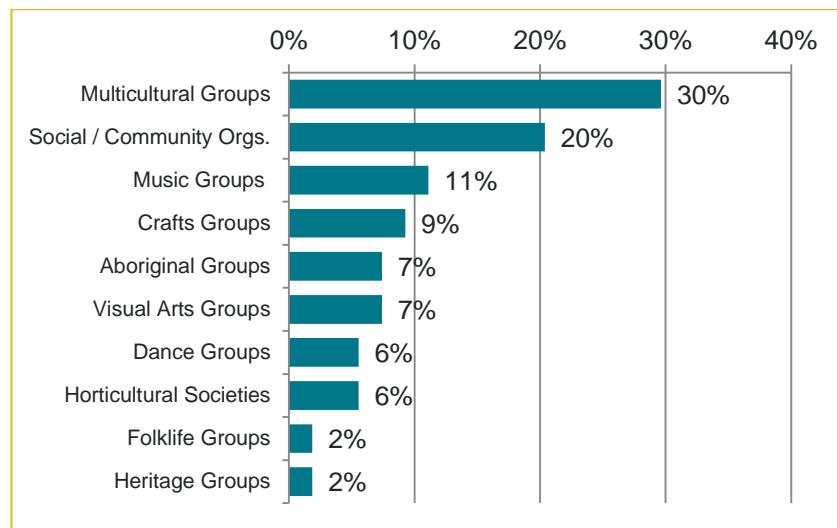




Community Cultural Organizations

Community cultural organizations are essential to the cultural life of any community. These organizations often fall between the cracks in formal databases, therefore extensive care was taken in identifying additional assets through consultation with community members. A summary of community cultural organizations is provided in Figure 11, which is topped by multicultural groups. This category is comprised of different cultural associations, clubs, and societies.

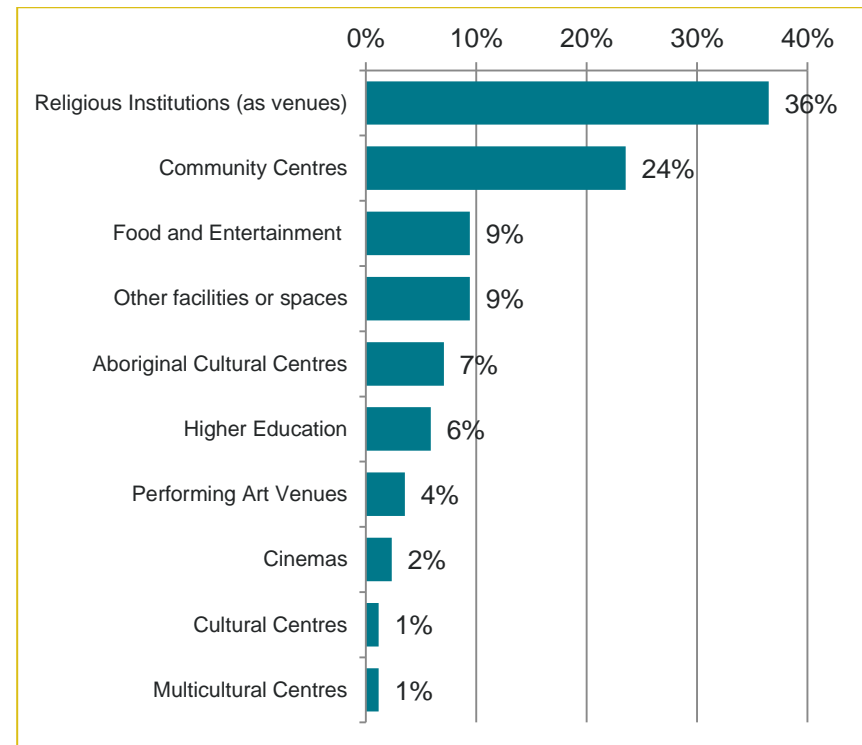
FIGURE 11: COMMUNITY CULTURAL ORGANIZATIONS.



Cultural Spaces and Facilities

Brandon has a wide variety of cultural spaces and facilities. These are the locations where cultural activities occur, be they art, culture or heritage related. Cultural spaces and facilities are summarized in Figure 12. As the figure demonstrates religious institutions as venues for events were most common, followed by various community centres located across Brandon.

FIGURE 12: CULTURAL SPACES AND FACILITIES.

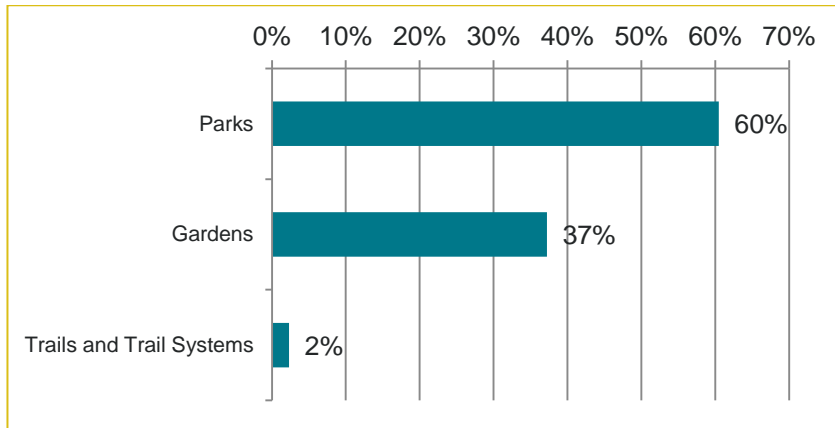




Natural Heritage

Natural heritage is an important component of all communities because of its connection to quality of life. Often these are spaces where different people or groups interact for a diversity of reasons, sometimes simultaneously. Figure 13 summarises Brandon's natural heritage assets. Of note is the large proportion of parks in the category.

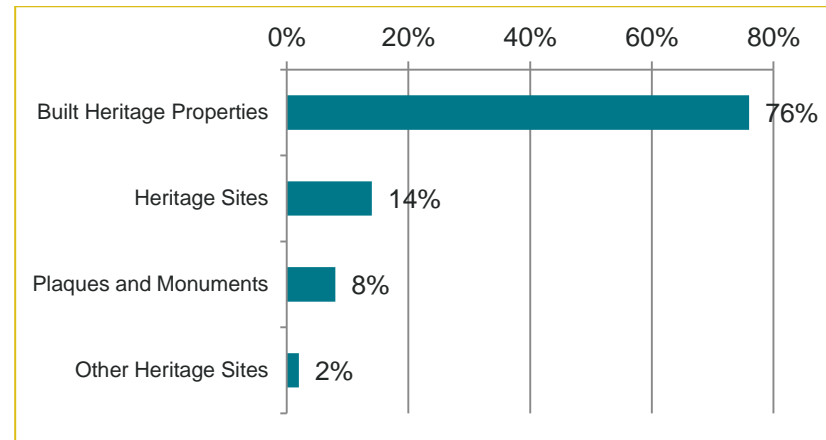
FIGURE 13: NATURAL HERITAGE ASSETS.



Cultural Heritage

Brandon's rich cultural heritage is captured in the numerous buildings, fences, and structures that have been designated as significant by the City in its registry of heritage properties. In particular, Brandon's built heritage properties make up the vast majority of the cultural heritage assets in the City.

FIGURE 14: CULTURAL HERITAGE ASSETS.

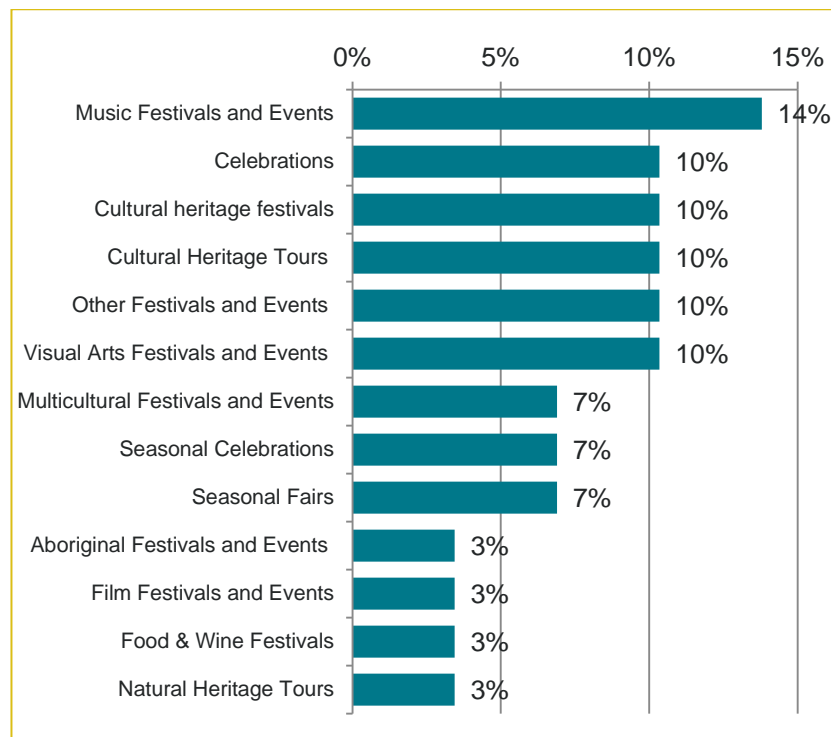




Festivals and Events

Brandon has a small but diverse offering of festivals and events. These range from large events such as the Manitoba Summer Fair, the Winter Festival, and the Manitoba Ag Days show, to the smaller but inviting Brandon Doors Open heritage building tours or the fledgling but growing Brandon Wheat City Nuit Blanche festival. The various festivals and events are captured under the different subcategories shown in Figure 15.

FIGURE 15: FESTIVAL AND EVENT ASSETS IN BRANDON.

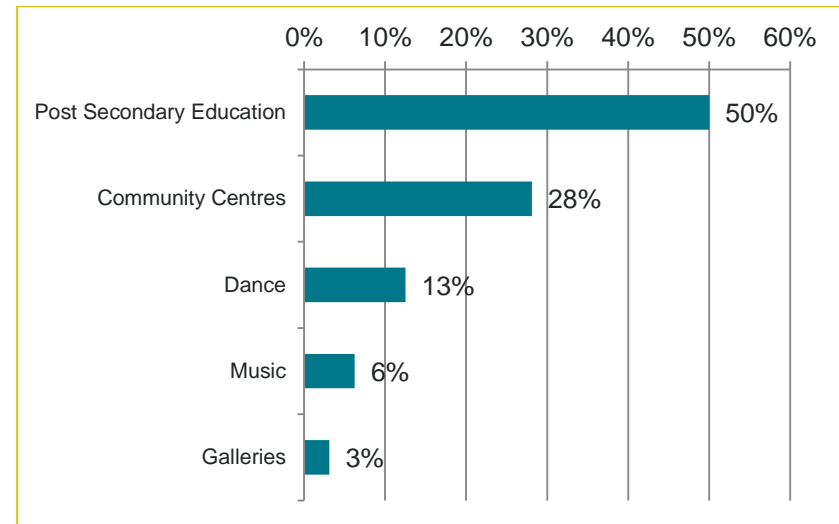


Cultural Programs and Services

Cultural programs and services are things provided in the community centred on developing arts, culture or heritage. Brandon University and Assiniboine Community College both have programs that relate to this, as do various community centres, dance schools, music schools and the Art Gallery of Southwestern Manitoba.

An important caveat of this category is that it is only as good as the information made available by different organizations that offer these services. As new programs and services become available or are cancelled, it is important to ensure the database reflects the most recent information.

FIGURE 16: CULTURAL PROGRAMS AND SERVICES ASSETS.





Gaps and Opportunities

Despite having a number of cultural assets in a variety of categories, some gaps in Brandon's cultural asset inventory do exist. These gaps in cultural assets highlight opportunities for Brandon to champion or lead improvements from which to broaden the opportunities in the cultural sector.

These gaps include:

- Digital and interactive media companies, advertising, and film and video production companies
- Literary groups such as writers and authors
- Public art
- Heritage districts, revitalized heritage buildings, plaques, and monuments

Missing and Changing Information

Any analysis is always only as good as the data that allowed for conclusions to be drawn. It is possible that despite attempts to locate all relevant information by established registries, databases, online searches, and stakeholder suggestions, some assets may not have been captured. If there are local assets that are believed to fit within any of the sub-categories identified as not having any assets or that were missed by the analysts, arrangements should be made by the City of Brandon to track incoming suggestions. Because the Cultural Mapping Inventory is designed to be a living document, new discoveries should be added according to a predetermined vetting process and schedule.



Cultural Mapping Inventory for Brandon

| Cultural Enterprises | | |
|---|------------------------------|---------------------|
| Sub-Category | Name | Location |
| MEDIA REPRESENTATIVES | INNOVATIVE MEDIA & MARKETING | 601 BRAECREST DR |
| ANTIQUE DEALERS | R-STUDIO | 711 ROSSER AVE |
| ANTIQUE DEALERS | FINER THINGS IN LIFE | 354 8TH ST |
| ANTIQUE DEALERS | PRAIRIE LANE AUCTION CTR | |
| ARCHITECTURAL SERVICES | COX ARCHITECTS | 940 ROSSER AVE |
| ARCHITECTURAL SERVICES | MCM ARCHITECTS INC | 158 8TH ST |
| ARCHITECTURAL SERVICES | SAMSON ENGINEERING INC | 162 10TH ST |
| PUBLIC ART GALLERIES | 12TH STREET STUDIO | 307 12TH ST |
| BOOK STORES AND NEWS DEALERS | FOLLETT CORP | 1430 VICTORIA AVE E |
| BOOK STORES AND NEWS DEALERS | EYE OPENER BOOK STORE | 314 10TH ST |
| BOOK STORES AND NEWS DEALERS | BOOKMART | 653 10TH ST |
| BOOK STORES AND NEWS DEALERS | CAMPUS BOOKS | 270 18TH ST |
| RADIO BROADCASTING | 89.3 CBC RADIO ONE | 1035 1ST N |
| INTERNET PUBLISHING AND BROADCASTING AND WEB SEARCH PORTALS | WESTMAN NEWSLINE | 1430 VICTORIA AVE E |

| Cultural Enterprises | | |
|---------------------------|---|-------------------------|
| Sub-Category | Name | Location |
| RADIO BROADCASTING | C J 106 | 1430 VICTORIA AVE E |
| RADIO BROADCASTING | CKLQ | 624 14TH ST E |
| RADIO BROADCASTING | STAR FM | 624 14TH ST E |
| RADIO BROADCASTING | 96.1 BOB FM | 2940 VICTORIA AV |
| RADIO BROADCASTING | 101.1 FARM FM | 2940 VICTORIA AV |
| RADIO BROADCASTING | WGGTV | 1906 PARK AV |
| LOCAL TELEVISION STATIONS | MTS STORIES FROM HOME | LEVEL 2, 393 PORTAGE AV |
| COLLEGES AND UNIVERSITIES | ASSINIBOINE COMMUNITY COLLEGE | 725 ROSSER AVE |
| COLLEGES AND UNIVERSITIES | ASSINIBOINE COMMUNITY COLLEGE | 1430 VICTORIA AVE E |
| COLLEGES AND UNIVERSITIES | MANITOBA INSTITUTE-CULINARY (ASSINIBOINE COMMUNITY COLLEGE) | 1035 1ST ST |
| COLLEGES AND UNIVERSITIES | BRANDON UNIVERSITY | 270 18TH ST |
| COLLEGES AND UNIVERSITIES | ECAMPUS MANITOBA | 270 18TH ST |
| COLLEGES AND UNIVERSITIES | RURAL DEVELOPMENT INSTITUTE | 270 18TH ST |
| COLLEGES AND UNIVERSITIES | ROBERTSON COLLEGE | 800 ROSSER AVE |



| Cultural Enterprises | | |
|-------------------------------------|--|---------------------|
| Sub-Category | Name | Location |
| DANCE STUDIOS AND INSTRUCTION | DANCE IMAGES | 710 3RD ST |
| DANCE STUDIOS AND INSTRUCTION | STEPPIN' TIME DANCE STUDIO | 132 9TH ST |
| DANCE STUDIOS AND INSTRUCTION | BRANDON SCHOOL OF DANCE | 126 10TH ST |
| DANCE STUDIOS AND INSTRUCTION | BRANDON TROYANDA SCHOOL OF UKRAINIAN DANCE | 1005 ASSINIBOINE AV |
| INTERIOR DESIGN SERVICES | INTERIOR IMAGES | 1440 ROSSER AVE |
| INTERIOR DESIGN SERVICES | JANET SHAW-RUSSELL INTERIOR | 446 7TH ST |
| INTERIOR DESIGN SERVICES | GENERAL PAINT | 1136 18TH ST |
| GRAPHIC DESIGN SERVICES | REAXION GRAPHICS | 153 8TH ST |
| GRAPHIC DESIGN SERVICES | LEECH PRINTING LTD | 601 BRAECREST DR |
| INTERIOR DESIGN SERVICES | JANZEN PAINT AND SUPPLIES | 600 CENTENNIAL ST |
| INTERIOR DESIGN SERVICES | CONTRACTORS CORNER | 408 PARK AV |
| GRAPHIC DESIGN SERVICES | WEBBER PRINTING | 352 PARK AV |
| NEWSPAPER PUBLISHERS | NEWS IN A MINUTE | 44 ELMDALE BLVD |
| MOTION PICTURE AND VIDEO PRODUCTION | STAR BILLING SOUND & VIDEO | 1259 8TH ST |
| MOTION PICTURE AND VIDEO PRODUCTION | STREET MEDIA | |

| Cultural Enterprises | | |
|-------------------------------|-------------------------------------|----------------------|
| Sub-Category | Name | Location |
| PUBLIC GALLERIES | ART GALLERY-SOUTHWESTERN MB | 710 ROSSER AVE E |
| LIBRARIES | MANITOBA PUBLIC LIBRARY SVC | 1011 ROSSER AVE |
| LIBRARIES | WESTERN MANITOBA REGL LIBRARY | 710 ROSSER AVE E |
| ARCHIVES | MAGNACCA RESEARCH CENTER | 122 18TH ST |
| ARCHIVES | S. J. MCKEE ARCHIVES | 270 - 18TH STREET |
| LIBRARIES | JOHN E. ROBBINS LIBRARY (BRANDON U) | 270 - 18TH STREET |
| OTHER MUSEUMS | CAROUSELS & DOLLS DOLL MUSEUM | HUMESVILLE RD |
| HISTORY MUSEUMS | 26TH FIELD REGIMENT MUSEUM | 1116 VICTORIA AVE |
| HISTORY MUSEUMS | BRANDON ARMOURY FIELD REGIMENT | 1116 VICTORIA AVE |
| HISTORY MUSEUMS | DALY HOUSE MUSEUM | 122 18TH ST |
| HISTORY MUSEUMS | COMMONWEALTH AIR TRAINING PLAN | 300 COMMONWEALTH WAY |
| HISTORY MUSEUMS | BRANDON GENERAL MUSEUM AND ARCHIVES | 19 9 ST |
| MUSIC INSTRUCTION AND STUDIOS | MUSIC STUDIO | 940 ROSSER AVE |



| Cultural Enterprises | | |
|--|--|---------------------|
| Sub-Category | Name | Location |
| MUSICAL INSTRUMENT AND SUPPLIES STORES | TED GOOD MUSIC LTD | 747 10TH ST |
| MUSIC INSTRUCTION AND STUDIOS | OPEN DOOR MUSIC | 247 13TH ST |
| MUSICAL INSTRUMENT AND SUPPLIES STORES | SURRIDGE'S MUSIC CTR | 535 34TH ST |
| MUSICAL INSTRUMENT AND SUPPLIES STORES | LOOK MUSIC SVC | 270 18TH ST |
| MUSICAL INSTRUMENT AND SUPPLIES STORES | FADERS MUSIC & RECORDING | 2412 VICTORIA AV |
| THEATRE COMPANIES | 7 AGES PRODUCTIONS - COMMUNITY THEATRE | 23 WOODHAVEN DRIVE |
| DANCE LESSONS | BRANDON TROYANDA SCHOOL OF UKRAINIAN DANCE | 1005 ASSINIBOINE AV |
| THEATRE COMPANIES | MECCA PRODUCTIONS | 1203 PRINCESS AV |
| PHOTOGRAPHY INSTRUCTION AND STUDIOS | FRAZER STUDIO OF PHOTOGRAPHY | 1608 LORNE AVE |
| PHOTOGRAPHER | KEYWEST PHOTO IMAGE BY DESIGN | 435L ROSSER AVE |
| PHOTOGRAPHER | PHOTOGRAPHY BY SANDY BLACK | 49 WASCANA DR |
| PHOTOGRAPHY INSTRUCTION AND STUDIOS | BRANDON PHOTOGRAPHICS | 848 18TH ST |
| PHOTOGRAPHER | THE FAMILY TREE PORTRAIT STUDIO | 455 8 ST |

| Cultural Enterprises | | |
|----------------------|-------------------------------|-----------------|
| Sub-Category | Name | Location |
| NEWSPAPER PUBLISHERS | BRANDON SUN | 501 ROSSER AVE |
| NEWSPAPER PUBLISHERS | WESTMAN JOURNAL | 315 COLLEGE AVE |
| NEWSPAPER PUBLISHERS | MANITOBA FARM LIFE | 341 10TH ST |
| NEWSPAPER PUBLISHERS | WESTERN PRODUCER PUBLICATIONS | 37 11TH ST |
| NEWSPAPER PUBLISHERS | WESTERN PRODUCER PUBLICATIONS | 637 14TH ST |
| NEWSPAPER PUBLISHERS | BRANDON NOW MAGAZINE | 324 10TH ST |
| NEWSPAPERS | WHEAT CITY JOURNAL | 315 COLLEGE AV |
| NEWSPAPERS | BRANDON UNIVERISTY QUILL | 270 18TH ST |

| Community Cultural Organizations | | |
|----------------------------------|--|--------------------|
| Sub-Category | Name | Location |
| ABORIGINAL GROUPS | MANITOBA METIS FEDERATION SOUTHWEST REGIONAL OFFICE | 656 6TH STREET |
| ABORIGINAL GROUPS | DAKOTA-OJIBWAY TRIBAL COUNCIL - SWAN LAKE FIRST NATION | 702 DOUGLAS STREET |
| ABORIGINAL GROUPS | ABORIGINAL HEADSTART | 205 COLLEGE AVENUE |



| Community Cultural Organizations | | |
|----------------------------------|--|---------------------|
| Sub-Category | Name | Location |
| ABORIGINAL GROUPS | BRANDON FRIENDSHIP CENTRE | 836 LORNE AVE |
| CRAFTS GROUPS | BRANDON EMBROIDERERS | 710 ROSSER AVE E |
| CRAFTS GROUPS | PEACE BY PIECE (QUILTING) | |
| CRAFTS GROUPS | NIFTY NEEDLERS (QUILTING/SEWING) | 529-4TH STREET |
| CRAFTS GROUPS | UNDERCOVER STRIPPERS (QUILTING/SEWING) | |
| CRAFTS GROUPS | WHEAT CITY CARVERS | 16 QUEENS CRES |
| DANCE GROUPS | CIRCLE 8 SQUARE DANCING CLUB | 529 - 4TH ST |
| DANCE GROUPS | WESTMAN HIGHLAND DANCE ASSOCIATION | BOX 163 |
| DANCE GROUPS | UKRANIAN DANCE GROUP | 1005 ASSINIBOINE AV |
| FOLKLIFE GROUPS | BRANDON FOLK, MUSIC & ART SOCIETY INC. | P.O. BOX 22091 |
| GENEALOGICAL SOCIETIES | MANITOBA GENEALOGICAL SOCIETY - SOUTHWEST BRANCH | 451 - 18TH STREET |
| HORTICULTURAL SOCIETIES | BRANDON GARDEN CLUB | 311 PARK AVE EAST |
| HORTICULTURAL SOCIETIES | WESTMAN WILDERNESS CLUB | 33 FOTHERINGHAM DR |
| HORTICULTURAL SOCIETIES | WESTMAN GARDENERS | 529-4TH ST |

| Community Cultural Organizations | | |
|----------------------------------|--|-----------------------|
| Sub-Category | Name | Location |
| MULTICULTURAL GROUPS | WESTMAN SCOTTISH ASSOCIATION | |
| MULTICULTURAL GROUPS | ICELANDIC CLUB OF WESTERN MANITOBA | |
| MULTICULTURAL GROUPS | MAURITIUS CULTURAL ASSOCIATION OF BRANDON | |
| MULTICULTURAL GROUPS | BRANDON CULTURAL AWARENESS NETWORK / SAFE HARBOUR TRAINING | 638 PRINCESS AVENUE, |
| MULTICULTURAL GROUPS | WESTMAN FILIPINO COMMUNITY ASSOC. | |
| MULTICULTURAL GROUPS | IRISH SOCIETY OF WESTERN MANITOBA | |
| MULTICULTURAL GROUPS | GERMAN SOCIETY OF WESMAN BRANDON | |
| MULTICULTURAL GROUPS | UKRAINIAN READING ASSOCIATION | 1005 ASSINIBOINE AV |
| MULTICULTURAL GROUPS | HONDURAN SOCIETY | |
| MULTICULTURAL GROUPS | BRANDON ENGLISH SOCIETY | 1044 4TH STREET NORTH |
| MULTICULTURAL GROUPS | BRANDON LATINO WOMEN'S ASSOCIATION | |
| MULTICULTURAL GROUPS | BRANDON INTERNATIONAL WOMEN'S ASSOCIATION | |
| MULTICULTURAL GROUPS | CANADIAN UKRAINIAN MEN'S CLUB - BRANDON CHAPTER | 927 ASSINIBOINE AV |
| MULTICULTURAL GROUPS | UKRAINIAN CATHOLIC WOMEN'S | 928 ASSINIBOINE AV |



| Community Cultural Organizations | | |
|------------------------------------|--|-------------------|
| Sub-Category | Name | Location |
| | LEAGUE OF CANADA - BRANDON CHAPTER | |
| MULTICULTURAL GROUPS | SIKH SOCIETY OF BRANDON | |
| MULTICULTURAL GROUPS | WESTMAND CHINESE ASSOCIATION | 640 ROSSER AV |
| BANDS AND CHOIRS | BRANDON UNIVERSITY CHORALE | 270 18TH STREET |
| BANDS AND CHOIRS | BRANDON UNIVERSITY ORCHESTRA AND CONCERT CHOIR | 271 18TH STREET |
| BANDS AND CHOIRS | ISLAND VIBE BAND | |
| BANDS AND CHOIRS | WOMEN IN HARMONY | 334 ABERDEEN AVE |
| BANDS AND CHOIRS | BRANDON COMMUNITY ORCHESTRA | 270 18TH ST |
| BANDS AND CHOIRS | BRANDON COMMUNITY ORCHESTRA | 270 - 18TH STREET |
| OTHER CULTURAL ORGANIZATIONS/CLUBS | WESTERN MANITOBA PIONEER AUTO CLUB | 2510 PARK AV |
| SOCIAL / COMMUNITY ORGANIZATIONS | BRANDON YOUTH | 638 PRINCESS AVE |
| SOCIAL / COMMUNITY ORGANIZATIONS | RENAISSANCE BRANDON | 410 9TH STREET |
| SOCIAL / COMMUNITY ORGANIZATIONS | BRANDON WHEAT CITY LIONS CLUB | 35 VICTORIA AVE |
| SOCIAL / COMMUNITY ORGANIZATIONS | BRANDON NEIGHBOURHOOD RENEWAL CORP. | 410 - 9TH STREET |
| SOCIAL / COMMUNITY ORGANIZATIONS | BRANDON-WESTMAN CHRISTMAS CHEER REGISTRY | BOX 50003 |

| Community Cultural Organizations | | |
|----------------------------------|--|------------------------------------|
| Sub-Category | Name | Location |
| SOCIAL / COMMUNITY ORGANIZATIONS | LESBIAN, GAY, BISEXUAL TRANSGENDER (LGBT) COFFEE HOUSE | 1700 PACIFIC AVE |
| SOCIAL / COMMUNITY ORGANIZATIONS | OPTIMIST CLUB OF BRANDON | 1451 RICHMOND AVE E |
| SOCIAL / COMMUNITY ORGANIZATIONS | SENIORS FOR SENIORS CO-OP INC. | 311 PARK AVE. E |
| SOCIAL / COMMUNITY ORGANIZATIONS | THE CATHOLIC WOMEN'S LEAGUE OF CANADA | 327 4 ST |
| SOCIAL / COMMUNITY ORGANIZATIONS | THE ROTARY CLUB OF BRANDON | 1125 18TH ST |
| SOCIAL / COMMUNITY ORGANIZATIONS | YOUTH FOR CHRIST | 1228 ROSSER AVE |
| VISUAL ARTS GROUPS | BRANDON ARTS COUNCIL | MUSIC FACULTY - BRANDON UNIVERSITY |
| VISUAL ARTS GROUPS | BRANDON PALETTE CLUB | |
| ARTS ORGANIZATIONS | BRANDON CAMERA CLUB | 1930 1ST ST |
| VISUAL ARTS GROUPS | DRAWN TOGETHER (ART COLLECTIVE) | 307 12TH ST |

| Cultural Facilities | | |
|-----------------------------|---|----------------|
| Sub-Category | Name | Location |
| ABORIGINAL CULTURAL CENTRES | BRANDON FRIENDSHIP CENTRE - MAIN OFFICE | 836 LOREN AVE |
| ABORIGINAL CULTURAL CENTRES | BRANDON FRIENDSHIP CENTRE | 602 ROSSER AVE |



| Cultural Facilities | | |
|-------------------------------------|---------------------------------|--------------------|
| Sub-Category | Name | Location |
| ABORIGINAL CULTURAL CENTRES | BRANDON FRIENDSHIP CENTRE | 836 LORNE AVE |
| ABORIGINAL CULTURAL CENTRES | BRANDON FRIENDSHIP CENTRE | 303 9TH STREET |
| ABORIGINAL CULTURAL CENTRES | BRANDON FRIENDSHIP CENTRE | 205 COLLEGE AVE |
| ABORIGINAL CULTURAL CENTRES | BRANDON FRIENDSHIP CENTRE | 321 9TH STREET |
| MOTION PICTURE AND VIDEO EXHIBITION | LANDMARK CINEMAS 9 BRANDON | 1570 18TH ST |
| MOTION PICTURE AND VIDEO EXHIBITION | EVANS THEATRE | 270 18TH ST |
| COMMUNITY CENTRES | YMCA OF BRANDON | 1351 13TH ST |
| COMMUNITY CENTRES | SPORTSPLEX ARENA & POOL | 30 KNOWLTON DR |
| COMMUNITY CENTRES | WESTRIDGE COMMUNITY CTR | 32 WILLOWDALE CRES |
| COMMUNITY CENTRES | KEYSTONE CENTRE | 1175 18TH ST |
| COMMUNITY CENTRES | BRANDON RECREATION-SPORTS CTR | 3500 MCDONALD AVE |
| COMMUNITY CENTRES | MONTERAY ESTATES REC CTR | 40 MOCKINGBIRD DR |
| COMMUNITY CENTRES | NORTH END COMMUNITY CENTRE | 1313 STICKNEY AVE |
| COMMUNITY CENTRES | WESTRIDGE COMMUNITY CENTRE RINK | 65 ELMDALE BLVD |

| Cultural Facilities | | |
|------------------------|--|------------------------|
| Sub-Category | Name | Location |
| COMMUNITY CENTRES | WEST END COMMUNITY CENTRE RINK | 247 23 STREET |
| COMMUNITY CENTRES | PARK COMMUNITY CENTRE | 1428 LOUISE AV |
| COMMUNITY CENTRES | EAST END COMMUNITY CLUB | 405 PARK STREET |
| COMMUNITY CENTRES | VALLEYVIEW COMMUNITY CENTRE RINK | 77 WHILLIER DR |
| COMMUNITY CENTRES | SOUTH END COMMUNITY CENTRE RINK | 1140-9TH STREET |
| COMMUNITY CENTRES | GREEN ACRES COMMUNITY CENTRE RINK | 411 QUEENS AVE E |
| COMMUNITY CENTRES | KEYSTONE CENTRE | 1175 18TH ST #1 |
| COMMUNITY CENTRES | BRANDON UKRAINIAN ASSN HALL | 1005 ASSINIBOINE AVE |
| COMMUNITY CENTRES | SOKOL HALL | 33 11TH ST N |
| COMMUNITY CENTRES | MASONIC TEMPLE | 302 8TH ST |
| COMMUNITY CENTRES | BRANDON SHRINE CLUB | 1110 MCTAVISH AVE E |
| COMMUNITY CENTRES | ASSINIBOINE COMMUNITY COLLEGE CULTURAL RESOURCE CENTRE | 1430 VICTORIA AV |
| INTERPRETIVE CENTRES | RIVERBANK DISCOVERY CENTRE | 545 CONSERVATION DRIVE |
| FOOD AND ENTERTAINMENT | DOUBLE DECKER TAVERN-RSTRNT | 943 ROSSER AVE |
| FOOD AND ENTERTAINMENT | LADY OF THE LAKE | 135 17TH ST N |



| Cultural Facilities | | |
|-------------------------------|-------------------------------|---------------------|
| Sub-Category | Name | Location |
| FOOD AND ENTERTAINMENT | FORBIDDEN FLAVOURS ON 18TH | 1060 18TH ST |
| FOOD AND ENTERTAINMENT | APPLEBEE'S | 1204 18TH ST |
| FOOD AND ENTERTAINMENT | FORBIDDEN FLAVOURS II | 800 ROSSER AVE |
| FOOD AND ENTERTAINMENT | JOE BEEVERZ BAR & GRILL | 1300 18TH ST |
| FOOD AND ENTERTAINMENT | HOUSTONS COUNTRY ROADHOUSE | 3130 VICTORIA AVE |
| FOOD AND ENTERTAINMENT | FRASER SNEATH COFFEE | 1031 ROSSER AVE |
| COLLEGE AND UNIVERSITY SPACES | ASSINIBOINE COMMUNITY COLLEGE | 725 ROSSER AVE |
| COLLEGE AND UNIVERSITY SPACES | ASSINIBOINE COMMUNITY COLLEGE | 1430 VICTORIA AVE E |
| COLLEGE AND UNIVERSITY SPACES | MANITOBA INSTITUTE-CULINARY | 1035 1ST ST |
| COLLEGE AND UNIVERSITY SPACES | BRANDON UNIVERSITY | 270 18TH ST |
| COLLEGE AND UNIVERSITY SPACES | ROBERTSON COLLEGE | 800 ROSSER AVE |
| MULTICULTURAL CENTRES | WESTMAN IMMIGRANT SERVICES | 1001 PACIFIC AV |
| OTHER FACILITIES OR SPACES | GLEN-LEA GOLF COURSE | 105081 ROAD 59N |
| OTHER FACILITIES OR SPACES | RIVERVIEW CURLING CLUB | 420 MARYLAND AVE |

| Cultural Facilities | | |
|-------------------------------------|--|----------------------|
| Sub-Category | Name | Location |
| OTHER FACILITIES OR SPACES | ROYAL CANADIAN LEGION | 560 13TH ST E |
| OTHER FACILITIES OR SPACES | VICTORIA INN HOTEL-CONVENTION | 3550 VICTORIA AVE |
| OTHER FACILITIES OR SPACES | SUNNYSIDE GOLF CLUB | RICHMOND AVE & 66 ST |
| OTHER FACILITIES OR SPACES | COMMUNITY SERVICES | 2040 MCGREGOR AVE |
| OTHER FACILITIES OR SPACES | TAURUS GOLF LTD | 1127 BRAECREST DR |
| OTHER FACILITIES OR SPACES | DEER RIDGE GOLF COURSE | 8 DEER RIDGE RD |
| PERFORMING ART VENUES | WESTERN MANITOBA CENTENNIAL AUDITORIUM | 205 20TH ST |
| PERFORMING ART VENUES | MUSIC STUDIO | 940 ROSSER AVE |
| PERFORMING ART VENUES | LAUREN WATSON HALL | 270 18TH ST |
| RELIGIOUS INSTITUTIONS ⁸ | GRAND VALLEY COMMUNITY CHURCH | 1620 BRAECREST DRIVE |
| RELIGIOUS INSTITUTIONS | MCDIARMID DRIVE ALLIANCE CHURCH | 635 MCDIARMID DRIVE |
| RELIGIOUS INSTITUTIONS | SAINT GEORGE'S ANGLICAN CHURCH | 1011 - 5TH STREET |
| RELIGIOUS INSTITUTIONS | ST. MARY'S ANGLICAN CHURCH | 401 - 1ST STREET |

⁸ All Religious Institutions pertain to venues for arts and cultural activities



| Cultural Facilities | | |
|------------------------|---|-----------------------|
| Sub-Category | Name | Location |
| RELIGIOUS INSTITUTIONS | SAINT MATTHEW'S ANGLICAN CATHEDRAL | 403 - 13TH STREET |
| RELIGIOUS INSTITUTIONS | BIBLE BAPTIST CHURCH | 1203 - 4TH STREET |
| RELIGIOUS INSTITUTIONS | FAITH FELLOWSHIP BAPTIST CHURCH | 4 WILLOWDALE CRESCENT |
| RELIGIOUS INSTITUTIONS | FIRST BAPTIST CHURCH | 3881 PARK AVE |
| RELIGIOUS INSTITUTIONS | KEYSTONE BAPTIST CHURCH | 159 MADISON CRESCENT |
| RELIGIOUS INSTITUTIONS | FIRST CHRISTIAN REFORMED CHURCH | 1509 VICTORIA AVE |
| RELIGIOUS INSTITUTIONS | CHURCH OF CHRIST | 943 - 7TH STREET |
| RELIGIOUS INSTITUTIONS | GRACE LUTHERAN CHURCH LLC | 3101 VICTORIA AVENUE |
| RELIGIOUS INSTITUTIONS | REDEEMER LUTHERAN CHURCH ELCIC | 114 ASHGROVE BOUL |
| RELIGIOUS INSTITUTIONS | GRACE MENNONITE CHURCH | 951 - 10TH STREET |
| RELIGIOUS INSTITUTIONS | RICHMOND PARK MENNONITE BRETHERN CHURCH | 1525 - 26TH STREET |
| RELIGIOUS INSTITUTIONS | SAINT JOSEPH'S PARISH POLISH NATIONAL CATHOLIC CHURCH | 1111 ASSINIBOINE AVE |
| RELIGIOUS INSTITUTIONS | CHRISTIAN LIFE CENTRE | 1539 PRINCESS AVE |
| RELIGIOUS INSTITUTIONS | BETHEL CHRISTIAN ASSEMBLY | 440 RICHMOND AVENUE |
| RELIGIOUS INSTITUTIONS | CALVARY TEMPLE | 620 - 34TH STREET |

| Cultural Facilities | | |
|------------------------|---|------------------------|
| Sub-Category | Name | Location |
| RELIGIOUS INSTITUTIONS | FIRST PRESBYTERIAN CHURCH | 339 - 12TH STREET |
| RELIGIOUS INSTITUTIONS | ST. ANDREW'S PRESBYTERIAN CHURCH | 361 RUSSELL STREET |
| RELIGIOUS INSTITUTIONS | ST. AUGUSTINE'S OF CANTERBURY ROMAN CATHOLIC CHURCH | 327 - 4TH STREET |
| RELIGIOUS INSTITUTIONS | ST. HEDWIG'S ROMAN CATHOLIC CHURCH | 227 - 11TH STREET |
| RELIGIOUS INSTITUTIONS | THE SALVATION ARMY | 9 PRINCESS AVE EAST |
| RELIGIOUS INSTITUTIONS | SEVENTH-DAY ADVENTISTS | 3319 PARK AVE |
| RELIGIOUS INSTITUTIONS | ST. MARY'S UKRAINIAN CATHOLIC CHURCH | 927 ASSINIBOINE AVE |
| RELIGIOUS INSTITUTIONS | UKRAINIAN ORTHODOX CHURCH | 59 - 11TH STREET NORTH |
| RELIGIOUS INSTITUTIONS | CENTRAL UNITED CHURCH | 327 - 8TH STREET |
| RELIGIOUS INSTITUTIONS | KNOX UNITED CHURCH | 451 - 18TH STREET |
| RELIGIOUS INSTITUTIONS | TRINITY UNITED CHURCH | 1515 - 6TH STREET |
| RELIGIOUS INSTITUTIONS | BRANDON VINEYARD COMMUNITY CHURCH | 1327 ROSSER AVE |

| Natural Heritage | | |
|---------------------------|----------------------------|-----------------------|
| Sub-Category | Name | Location |
| SIGNIFICANT LOCAL GARDENS | ALEXANDRA COMMUNITY GARDEN | 12TH ST & COLLEGE AVE |



| Natural Heritage | | |
|---------------------------|-----------------------------------|-----------------------------------|
| Sub-Category | Name | Location |
| SIGNIFICANT LOCAL GARDENS | BRANDON UNIVERSITY GARDEN | |
| SIGNIFICANT LOCAL GARDENS | EAST END COMMUNITY CENTRE GARDEN | FRANKLIN ST & VICTORIA AVE EAST |
| SIGNIFICANT LOCAL GARDENS | HUMMINGBIRD GARDEN | 26TH ST & MARYLAND AVE |
| SIGNIFICANT LOCAL GARDENS | KIN PARK GARDEN | 3RD ST & ABERDEEN AVE |
| SIGNIFICANT LOCAL GARDENS | MANITOBA METIS FEDERATION GARDEN | 656 - 6TH STREET |
| SIGNIFICANT LOCAL GARDENS | MCDIARMID SENIORS GARDEN | 715 MCDIARMID DR |
| SIGNIFICANT LOCAL GARDENS | NEW ERA GARDEN | 4TH ST & LOUISE AVE |
| SIGNIFICANT LOCAL GARDENS | PARK COMMUNITY CENTRE GARDEN | 1428 LOUISE AVE |
| SIGNIFICANT LOCAL GARDENS | RIVERVIEW GARDEN | LAWRENCE CRES. & LOUISE AVE |
| SIGNIFICANT LOCAL GARDENS | ROCK PARK GARDEN | 15TH ST & LORNE AVE |
| SIGNIFICANT LOCAL GARDENS | URBAN FARM GARDEN | 5TH STREET NORTH & STICKEY AVENUE |
| SIGNIFICANT LOCAL GARDENS | WEST END COMMUNITY CENTRE GARDEN | 23RD STREET & LORNE AVENUE |
| SIGNIFICANT LOCAL GARDENS | WESTRIDGE COMMUNITY CENTRE GARDEN | 32 WILLOWDALE CRESCENT |
| SIGNIFICANT LOCAL GARDENS | VICTORIAN GARDEN (DALY HOUSE) | 122 18TH ST |

| Natural Heritage | | |
|---------------------------|------------------------------------|--|
| Sub-Category | Name | Location |
| SIGNIFICANT LOCAL GARDENS | ELEANOR KIDD PARK AND GARDENS | 545 CONSERVATION DR. |
| PROVINCIAL PARKS | MANITOBA PARKS | 1129 QUEENS AVE |
| SIGNIFICANT LOCAL PARKS | BRANDON PARKS COMPLEX | 2020 MCGREGOR AVE |
| SIGNIFICANT LOCAL PARKS | ANDREWS FIELD | HILTON AVENUE |
| SIGNIFICANT LOCAL PARKS | BRANDON SIMPLOT MILLENNIUM PARK | 14511 RICHMOND AVE |
| SIGNIFICANT LOCAL PARKS | CANADA GAMES PARK | JOHN AVENUE BETWEEN 18TH AND 26TH STREET |
| SIGNIFICANT LOCAL PARKS | CORONATION PARK | 2309 LOUISE AVENUE |
| SIGNIFICANT LOCAL PARKS | DINSDALE PARK | 1ST STREET NORTH |
| SIGNIFICANT LOCAL PARKS | DOGGY DIAMOND (OFF-LEASH DOG PARK) | 2720 PARK AVENUE |
| SIGNIFICANT LOCAL PARKS | ERROL BLACK PARK | 1ST STREET NORTH |
| SIGNIFICANT LOCAL PARKS | GREEN ACRES COMMUNITY PARK | 411 QUEENS AVE E |
| SIGNIFICANT LOCAL PARKS | HANBURY HILL (OFF-LEASH DOG PARK) | 600 BRAECREST DRIVE |
| SIGNIFICANT LOCAL PARKS | KIN PARK | ABERDEEN AVENUE AND 3RD STREET. |
| SIGNIFICANT LOCAL PARKS | LIONS MEMORIAL COMMUNITY PARK | 2720 PARK AVE |
| SIGNIFICANT LOCAL PARKS | NORTH END COMMUNITY PARK | 52 - 14TH STREET NORTH |



| Natural Heritage | | |
|-------------------------|------------------------------------|---|
| Sub-Category | Name | Location |
| SIGNIFICANT LOCAL PARKS | PARK AVENUE COMMUNITY PARK | 2720 PARK AVE |
| SIGNIFICANT LOCAL PARKS | PAW PARK (OFF-LEASH DOG PARK) | 1ST ST N |
| SIGNIFICANT LOCAL PARKS | POOCH PARK (OFF-LEASH DOG PARK) | JOHN AVENUE WEST OFF 18TH STREET |
| SIGNIFICANT LOCAL PARKS | PRINCESS PARK | PRINCESS AVENUE BETWEEN 8TH STREET & 9TH STREET |
| SIGNIFICANT LOCAL PARKS | QUEEN ELIZABETH PARK | 200 26 STREET N |
| SIGNIFICANT LOCAL PARKS | RIDEAU PARK | 305 PARK STREET |
| SIGNIFICANT LOCAL PARKS | RIVERBANK DISCOVERY CENTRE | 545 CONSERVATION DRIVE |
| SIGNIFICANT LOCAL PARKS | RIVERHEIGHTS PARK | 55 RIVERHEIGHTS DRIVE |
| SIGNIFICANT LOCAL PARKS | SIR WINSTON CHURCHILL PARK | 600 BRAECREST DRIVE |
| SIGNIFICANT LOCAL PARKS | STANLEY PARK | 1410 PRINCESS AVE |
| SIGNIFICANT LOCAL PARKS | VALLEYVIEW COMMUNITY PARK | 77 WHILLIER DRIVE |
| SIGNIFICANT LOCAL PARKS | WESTRIDGE COMMUNITY PLAYGROUND | 61 SILVERBIRCH DRIVE |
| LOCAL TRAILS | ASSINIBOINE RIVERBANK TRAIL SYSTEM | 1 - 545 CONSERVATION DRIVE |

| Cultural Heritage | | |
|--------------------------------|-----------------------------|------------------|
| Sub-Category | Name | Location |
| DESIGNATED HERITAGE PROPERTIES | FORMER B.J. HALES RESIDENCE | 1312 10TH STREET |
| DESIGNATED HERITAGE PROPERTIES | 662 - 11TH STREET | 662 11TH STREET |
| DESIGNATED HERITAGE PROPERTIES | FORMER CHRISTIE RESIDENCE | 404 13TH STREET |
| DESIGNATED HERITAGE PROPERTIES | FORMER JOHNSTON ESTATE | 547 13TH STREET |
| DESIGNATED HERITAGE PROPERTIES | FORMER YATES RESIDENCE | 431 16TH STREET |
| DESIGNATED HERITAGE PROPERTIES | 451 - 16TH STREET | 451 16TH STREET |
| DESIGNATED HERITAGE PROPERTIES | DALY HOUSE | 122 18TH STREET |
| DESIGNATED HERITAGE PROPERTIES | STONE FENCE | 131 18TH STREET |
| DESIGNATED HERITAGE PROPERTIES | STONE FENCE | 135 18TH STREET |
| DESIGNATED HERITAGE PROPERTIES | STONE FENCE | 141 18TH STREET |
| DESIGNATED HERITAGE PROPERTIES | STONE FENCE | 143 18TH STREET |
| DESIGNATED HERITAGE PROPERTIES | STONE FENCE | 147 18TH STREET |
| DESIGNATED HERITAGE PROPERTIES | FORMER ZINK'S FOOD STORE | 361 1ST STREET |



| Cultural Heritage | | |
|--------------------------------|---|----------------------|
| Sub-Category | Name | Location |
| DESIGNATED HERITAGE PROPERTIES | FORMER JOHNSON HOUSE | 446 7TH STREET |
| DESIGNATED HERITAGE PROPERTIES | HANGAR #1 - COMMONWEALTH AIR TRAINING PLAN MUSEUM | 300 COMMONWEALTH WAY |
| DESIGNATED HERITAGE PROPERTIES | FORMER GRAHAM RESIDENCE | 706 LORNE AVENUE |
| DESIGNATED HERITAGE PROPERTIES | FORMER FIRST BAPTIST CHURCH | 1037 LORNE AVENUE |
| DESIGNATED HERITAGE PROPERTIES | LORNE TERRACE | 1133 LORNE AVENUE |
| DESIGNATED HERITAGE PROPERTIES | BURCHILL AND HOWEY BLOCK | 908 ROSSER AVENUE |
| DESIGNATED HERITAGE PROPERTIES | LAPLONT BLOCK | 924 ROSSER AVENUE |
| DESIGNATED HERITAGE PROPERTIES | CHREST-FRASER BLOCK | 1031 ROSSER AVENUE |
| DESIGNATED HERITAGE PROPERTIES | STONE FENCE | 1712 ROSSER AVENUE |
| DESIGNATED HERITAGE PROPERTIES | FORMER SHILLINGLAW RESIDENCE | 302 RUSSELL STREET |
| DESIGNATED HERITAGE PROPERTIES | FORMER JACKSON HOUSE | 339 VICTORIA AVENUE |
| DESIGNATED HERITAGE PROPERTIES | FORMER A.E. MCKENZIE HOUSE | 436 VICTORIA AVENUE |
| DESIGNATED HERITAGE PROPERTIES | CASA MALEY | 1605 VICTORIA AVENUE |

| Cultural Heritage | | |
|--------------------------------|--|-----------------------|
| Sub-Category | Name | Location |
| DESIGNATED HERITAGE PROPERTIES | ST. MATTHEW'S ANGLICAN CATHEDRAL | 403 13TH STREET |
| DESIGNATED HERITAGE PROPERTIES | BRANDON CITIZEN'S SCIENCE BUILDING | 270 18TH STREET |
| DESIGNATED HERITAGE PROPERTIES | DISPLAY BUILDING NUMBER II | 1175 18TH STREET |
| DESIGNATED HERITAGE PROPERTIES | BRANDON MENTAL HEALTH CENTRE NURSES' RESIDENCE | 1035 1ST STREET NORTH |
| DESIGNATED HERITAGE PROPERTIES | A.E. MCKENZIE COMPANY BUILDING | 30 9TH STREET |
| DESIGNATED HERITAGE PROPERTIES | VILLA LOUISE, DR. ALEXANDER FLEMING HOUSE | 707 LOUISE AVENUE |
| DESIGNATED HERITAGE PROPERTIES | PATERSON /MATHESON HOUSE | 1039 LOUISE AVENUE |
| DESIGNATED HERITAGE PROPERTIES | CANADIAN PACIFIC RAILWAY STATION | 1001 PACIFIC AVENUE |
| DESIGNATED HERITAGE PROPERTIES | BRANDON NORMAL SCHOOL | 1129 QUEENS AVENUE |
| DESIGNATED HERITAGE PROPERTIES | MERCHANTS BANK BUILDING | 1043 ROSSER AVENUE |
| DESIGNATED HERITAGE PROPERTIES | DISPLAY BUILDING NUMBER II | 1175 18TH STREET |
| DESIGNATED HERITAGE PROPERTIES | CANADIAN PACIFIC RAILWAY STATION | 1001 PACIFIC AVENUE |



| Cultural Heritage | | |
|------------------------|--|--|
| Sub-Category | Name | Location |
| LOCAL HISTORICAL SITES | CENTRAL FIRE STATION #1 | 637 PRINCESS AVENUE |
| LOCAL HISTORICAL SITES | BRANDON COLLEGE AND CLARK HALL BUILDINGS | 270 18TH STREET |
| LOCAL HISTORICAL SITES | HANGAR #1 - COMMONWEALTH AIR TRAINING PLAN MUSEUM | 300 COMMONWEALTH WAY |
| LOCAL HISTORICAL SITES | BRANDON COURT HOUSE | 525 VICTORIA AVENUE EAST |
| LOCAL HISTORICAL SITES | HANGAR #1 - COMMONWEALTH AIR TRAINING PLAN MUSEUM | 300 COMMONWEALTH WAY |
| LOCAL HISTORICAL SITES | FEDERAL BUILDING | 1039 PRINCESS AVENUE |
| LOCAL HISTORICAL SITES | BRANDON ARMOURY | 1116 VICTORIA AVENUE |
| HISTORICAL PLAQUES | BRANDON COLLEGE AND CLARK HALL BUILDINGS - COMMEMORATIVE PLAQUE | 270 - 18TH STREET |
| HISTORICAL PLAQUES | BRANDON COURT HOUSE AND GAOL - COMMEMORATIVE PLAQUE | 525 VICTORIA AVENUE E |
| HISTORICAL PLAQUES | BRANDON MENTAL HEALTH CENTRE NURSES RESIDENCE - COMMEMORATIVE PLAQUE | N/A SEE GEO-COORDINATES: SW 31-10-19 WPM |
| HISTORICAL PLAQUES | BRANDON NORMAL SCHOOL - COMMEMORATIVE PLAQUE | 1129 QUEENS AVE |

| Cultural Heritage | | |
|----------------------|---------------------------|--------------|
| Sub-Category | Name | Location |
| OTHER HERITAGE SITES | ROSEWOOD MEMORIAL GARDENS | 1901 18TH ST |

| Festivals and Events | | |
|---------------------------------|--------------------------|--------------------------|
| Sub-Category | Name | Location |
| ABORIGINAL FESTIVALS AND EVENTS | DAKOTA NATION WINTERFEST | 1175 18TH ST |
| HOLIDAY CELEBRATIONS | CANADA DAY CELEBRATIONS | 1-545 CONSERVATION DRIVE |
| SEASONAL CELEBRATIONS | EARTHDAY CELEBRATION | PRINCESS PARK |
| HOLIDAY CELEBRATIONS | VICTORIAN CHRISTMAS | 122-18TH ST |
| CULTURAL HERITAGE FESTIVALS | WHEAT CITY STAMPEDE | 18TH ST |
| CULTURAL HERITAGE FESTIVALS | DINWALI CELEBRATION | 1930 1ST ST |
| CULTURAL HERITAGE FESTIVALS | NATIONAL ABORIGINAL DAY | VARIOUS LOCATIONS |
| CULTURAL HERITAGE TOURS | BRANDON HERITAGE TOURS | |
| CULTURAL HERITAGE TOURS | BRANDON DOORS OPEN | VARIOUS LOCATIONS |
| BRANDON HERITAGE TOURS | TEA AND TOUR SATURDAYS | 122-18TH ST |
| FILM FESTIVALS AND EVENTS | BRANDON FILM FESTIVAL | 270 - 18TH STREET |
| SPECIALIZED BEVERAGE FESTIVALS | BRANDON BEER FESTIVAL | |



| Festivals and Events | | |
|------------------------------------|--|-------------------------|
| Sub-Category | Name | Location |
| MULTICULTURAL FESTIVALS AND EVENTS | BRANDON MULTICULTURAL FESTIVAL | |
| MULTICULTURAL FESTIVALS AND EVENTS | WINTER FESTIVAL | VARIOUS LOCATIONS |
| MUSIC FESTIVALS AND EVENTS | BRANDON FOLK, MUSIC AND ART FESTIVAL | P.O. BOX 22092 |
| MUSIC FESTIVALS AND EVENTS | BRANDON JAZZ FESTIVAL | SITE 150, BOX 18, RR #1 |
| MUSIC FESTIVALS AND EVENTS | SUMMER CONCERT SERIES IN THE PARK | VARIOUS LOCATIONS |
| MUSIC FESTIVALS AND EVENTS | ECKHARDT-GRAMATTÉ NATIONAL MUSIC COMPETITION | 270 18TH ST |
| NATURAL HERITAGE TOURS | BRANDON IN BLOOM - OPEN GARDEN TOUR | VARIOUS LOCATIONS |
| OTHER FESTIVALS AND EVENTS | NEW ERA CULTURAL EVENTS | 527 LOUISE AV |
| OTHER FESTIVALS AND EVENTS | BRANDON UNIVERSITY GRADUATION POW WOW | 270 - 18TH STREET |
| OTHER FESTIVALS AND EVENTS | MONTHLY CAR SHOW | ROSSER AV |
| SEASONAL CELEBRATIONS | STRAWBERRY FESTIVAL | 122-18TH ST |
| SEASONAL CELEBRATIONS | MOTHER'S DAY TEA | 122-18TH ST |
| SEASONAL FAIRS | MANITOBA SUMMER FAIR | 115 – 10TH STREET |
| SEASONAL FAIRS | MANITOBA WINTER FAIR | 115 – 10TH STREET |

| Festivals and Events | | |
|----------------------------------|---------------------------------|----------------------|
| Sub-Category | Name | Location |
| VISUAL ARTS FESTIVALS AND EVENTS | BRANDON FESTIVAL OF THE ARTS | 100-1300 18TH STREET |
| VISUAL ARTS FESTIVALS AND EVENTS | BRANDON WHEAT CITY NUIT BLANCHE | VARIOUS LOCATIONS |
| VISUAL ARTS FESTIVALS AND EVENTS | CULTURE DAYS | VARIOUS LOCATIONS |

| Programs and Services | | |
|--------------------------|-------------------------------------|------------------|
| Sub-Category | Name | Location |
| COMMUNITY PROGRAMMING | X-TENDERS SQUARE DANCING | 529 - 4TH ST |
| COMMUNITY PROGRAMMING | DANCING | 529 - 4TH ST |
| COMMUNITY PROGRAMMING | GARDEN CLUB | 529 - 4TH ST |
| COMMUNITY PROGRAMMING | IRISH DANCE | 1428 LOUISE AV |
| COMMUNITY PROGRAMMING | IRISH DANCE | 1140-9TH ST |
| COMMUNITY PROGRAMMING | SENIOR GROUP | 1140-9TH ST |
| COMMUNITY PROGRAMMING | WINTER ICE SKATE | 32 WILLOWDALE CR |
| COMMUNITY PROGRAMMING | BRANDON NEIGHBOURHOOD RENEWAL CORP. | 410 - 9TH STREET |
| COMMUNITY GARDEN NETWORK | BRANDON NEIGHBOURHOOD RENEWAL CORP. | |



| Programs and Services | | |
|-----------------------|--|------------------------|
| Sub-Category | Name | Location |
| DANCE LESSONS | STEPPIN' TIME DANCE STUDIO | 601 9 ST |
| DANCE LESSONS | BRANDON SCHOOL OF DANCE | 126 10TH ST |
| DANCE LESSONS | DANCE IMAGES (SCHOOL) | 710 3 ST |
| DANCE LESSONS | BRANDON TROYANDA SCHOOL OF UKRAINIAN DANCE | 1005 ASSINIBOINE AV |
| ARTS | ART CLASSES | UNIT 2 - 710 ROSSER AV |
| MUSIC LESSONS | TED GOOD MUSIC | 747 10TH ST |
| MUSIC LESSONS | FADERS MUSIC | 2412A VICTORIA AV |
| MUSIC PROGRAM | BA HONORS, PERFORMANCE OR MUSIC EDUCATION (BRANDON U) | 270 18TH ST |
| MUSIC PROGRAM | MA MUSIC (PERFORMANCE OF LITERATURE) (BRANDON U) | 270 18TH ST |
| MUSIC PROGRAM | MA MUSIC (EDUCATION) (BRANDON U) | 270 18TH ST |
| MUSIC PROGRAM | BA ENGLISH AND CREATIVE WRITING (HONOURS, MAJOR & MINOR) (BRANDON U) | 270-18TH ST |
| DRAMA PROGRAM | MINOR DRAMA (BRANDON U) | 270-18TH ST |
| INTERDISCIPLINARY | GENDER AND WOMEN'S STUDIES (BRANDON U) | 270-18TH ST |

| Programs and Services | | |
|-----------------------|--|------------------|
| Sub-Category | Name | Location |
| RELIGION | BA RELIGION (MAJOR & MINOR)(BRANDON U) | 270-18TH ST |
| NATIVE STUDIES | NATIVE LANGUAGES (BRANDON U) | 270-18TH ST |
| NATIVE STUDIES | NATIVE HUMANITIES (BRANDON U) | 270-18TH ST |
| NATIVE STUDIES | NATIVE FINE ART (BRANDON U) | 270-18TH ST |
| NATIVE STUDIES | NATIVE POLICY AND ADMINISTRATION (BRANDON U) | 270-18TH ST |
| NATIVE STUDIES | NATIVE HUMAN SERVICES (BRANDON U) | 270-18TH ST |
| NATIVE STUDIES | NATIVE RESEARCH (BRANDON U) | 270-18TH ST |
| FINE ARTS | BACHELOR OF FINE ARTS (BRANDON U) | 270-18TH ST |
| ARTS | INTERACTIVE AND MEDIA ARTS (ASSINIBOINE C) | 1430 VICTORIA AV |
| ARTS | MASTER GARDENER (ASSINIBOINE C) | 1430 VICTORIA AV |



Appendix C – Detailed Consultation Findings

What is already working well in culture in Brandon?

Consultation participants identified a number of aspects of culture that are already working well in Brandon. Much of this discussion focused on the abundance of cultural talent living in the city, the abundance of cultural assets to enjoy in the city (e.g. events and festivals, live performance, heritage building, culinary experiences, etc.), and the diverse ethnic populations that make Brandon a cultural hub in the region.

An Abundance of Cultural Assets

The most discussed response by participants related to the abundance of cultural assets that the City of Brandon already has. These assets include:

- A broad range of professional and amateur talent living in the city (in music, dance, theatre, visual arts, and hobby groups) with a strong vision for the contributions of culture to the community
- A high number of well-attended events and festivals (e.g. Brandon Folk Festival, the Winter Festival, Summer Lights, Music in the Park)
- A number of good large venues (e.g. Western Manitoba Centennial Auditorium, Keystone Centre)
- Some smaller performance venues (e.g. Evans Theatre, The Decker)
- A number of excellent arts and heritage assets (e.g. Art Gallery of Southwestern Manitoba, Commonwealth Air Training

Museum, Daly House, McKenzie Towers, and other architectural heritage)

- Many opportunities to be active and enjoy the natural heritage of the community (e.g. Riverbank Centre, walking trails, running and cycling clubs)
- The events, cultural offerings, and training opportunities at Brandon University (e.g. School of Music, athletic events, poetry, art gallery, library)
- A strong farm, agriculture, and horticulture culture in Brandon

Regional, National, and International Profile

Many of the cultural assets in Brandon have given the community a strong regional, national, and international profile that other communities of the same size in Canada don't have. In particular, the Art Gallery of Southwestern Manitoba, Brandon University's School of Music, the Keystone Centre, and many of Brandon's festivals and events bring new and broad audiences into the city (bringing new money to the community with them). This high profile is also augmented by performances by professional cultural resource groups (such as the Winnipeg Symphony Orchestra and the Royal Winnipeg Ballet) which positions Brandon as a hub of culture in the region.

A General Support for Culture in Brandon

There is support for cultural activities in Brandon that comes from a variety of groups, including the municipality, the business community, educational institutions, and community groups. These



different groups have built a momentum for culture through their efforts, such as:

- The municipality working on the revitalization of the downtown core and incorporating culture and beautification into planning
- The business community helping to fund some cultural events and initiatives
- School boards adapting culturally to account for a more diverse student population

A Diverse Ethnic Landscape

Brandon has become a much more ethnically diverse place in the past couple of decades with a large number of new immigrants. This increased cultural diversity has brought many new restaurants and stores to the community that build on the diversity of Brandon's original ethnicities.

This increased diversity has also helped to make it easier for continued growth in ethnic diversity as more people come to the community because they see that their culture is already being celebrated or that there is openness to celebrating other cultures.

A Strong Culture of Volunteerism

Brandon has a strong culture of volunteerism that is an especially important aspect in supporting cultural activities in the community. These volunteers make up the backbone of culture in Brandon by being the “feet on the ground” to make sure events are organized, logistics are taken care of, and a diversity of experiences can be enjoyed.

What is not happening or not being done well that should be addressed by the Culture Plan?

A number of important challenges were identified by participants in the engagement process, including:

Communications Challenges

Issues of communication emerged as one of the most discussed challenges for the cultural sector in Brandon. These challenges in communication are rooted in the fragmented and siloed nature of how cultural groups in the city operate. There are not many centralized places that groups can use to coordinate and collaborate with each other. There is general disappointment in the inability of the Brandon Arts Council to serve as this unifying front. This fragmentation exists between a variety of groups in the city, including various cultural organizations and clubs, educational institutions, and municipal departments.

A second important challenge associated with communication in the culture sector is related to providing the general public and visitors to the community with current information about the cultural assets of Brandon (youth also stand out as an important demographic that needs more support in this regard). This information includes sharing resource among organizations and enterprises, activities, programming, and festivals and events. Some ideas to overcome this challenge include creating a new coordinating body or enhancing the role of the Brandon Arts Council and/or creating new or enhancing existing online platforms that facilitate information on cultural happenings in the community (such as Brandon Tourism's events calendar or the newly formed website “The Brandon Buzz”).



Perception Issues

The general population in Brandon have a preconceived notion of what culture is and who is engaged in it. Participants believe that the general population of Brandon do not see themselves as a part of the cultural landscape of the community or think that culture is of great relevance to their personal lives. Based on these preconceptions, there is a strong need to create more mainstream acceptance and pride in local cultural engagement and assets and to re-engage the business community as a patron of the arts. In this way, it was identified that the municipality needs to celebrate and promote cultural resources of the community as a means of shifting mainstream perceptions that place a lower value on these assets.

A second element to the perception issue relates to what residents consider to be Brandon's potential as a city. Many residents perceive Brandon as being in the shadow of Winnipeg, as a city that is forced to choose between the two extremes of being a "sleepy little town" or a bustling metropolis. In this way, it was identified that there is a general preference among the community to do things as they have always been done at the cost of creating new and innovative cultural expressions in the community.

A Lack of Funding

Access to adequate resources exist among many of the organizations and cultural enterprises that work in the cultural sector in Brandon. Cultural groups identify that there is insufficient funding available to create new cultural attractions or to improve on the current cultural assets. As a result, many organizations depend on volunteers to meet organizational needs which can lead to a more precarious organizational structure based on the fact that volunteers may not always be available when they are needed and may not stay involved over a longer term.

Improving local funding to the cultural sector would be advantageous to also allow organizations to leverage that funding in applying for other grants and funding streams from outside of Brandon (i.e. provincial and federal), while also retaining talent that would otherwise leave for other opportunities in larger cities. Reducing the competition for funding amongst different cultural groups in Brandon would also be a tremendous asset in building a more collaborative working environment.

A Need for More Public Art and Revitalized Heritage Assets

There are few pieces of public art and revitalized heritage assets in Brandon. These include monuments, sculptures, and murals that contribute to the aesthetic vibrancy of the city, and preserved and renovated historically significant buildings. While there are a number of potential opportunities for the beautification of the community (e.g. there are a number of significant heritage buildings in Brandon), there doesn't seem to be an understanding and appreciation among the general population of the role these changes could play for Brandon.

In moving forward with this idea, there is a desire to explore models that see the funding of public art taken as part of funds generated through the municipal development process. Some also suggest that a lack of a public art policy at the municipality will result in uncertainty about how to solicit public art projects in the future and what the approval process should be like when new ideas for public art are put forward to the municipality for consideration.

A Need for a Cultural Vision

There is a lack of vision and specified goals for cultural development in Brandon. Without a vision, municipal departments are fragmented



when talking about culture, the general public lacks an understanding of the relevance and importance of culture within the community, and goal articulation and measuring success is difficult. This challenge is magnified by a patchwork of cultural-related municipal documents that are generally looked at separately rather than seen in the broader context of culture and its contributions in Brandon.

A Need for More Cultural Facilities and Spaces

The majority of stakeholders identified the need for a new small to medium-sized multi-disciplinary performance venue in Brandon (that can seat between 200 and 400 people). The Centennial Auditorium and Keystone Centre are viewed as valuable assets but are too large and too expensive for many cultural groups in the community and touring performances. Brandon University also has great facilities but they are often not available or undesirable due to space constraints.

Downtown Revitalization

Many stakeholders noted that Brandon's downtown is the heart of the community but is in need of revitalization. Many beautiful buildings sit fully or partially vacant and there is a stereotype in the community that discourages newcomers from living downtown for fear of crime and noise. There is also some concern that buildings constructed today do not reflect the historic architecture that anchors Brandon to its cultural roots and history and that there is a need for more beautification efforts in the downtown area.

What is the biggest opportunity the Culture Plan presents for the City of Brandon?

Participants identified a number of big opportunities that the Culture Plan presents for Brandon, most especially:

- Encouraging more partnerships and collaboration by bringing the community together and facilitating network development
- Creating better communications and dialogue by helping to get the ball rolling on what needs to be done and find the best ideas to spur cultural development
- Building the awareness on the value of culture so that people are exposed and educated about different cultural products and their value
- Celebrating cultural resources by recognizing the wealth of culture and cultural values in the community
- Building the community by planning for the future and giving all residents an opportunity to connect and contribute to the planning
- Incorporating more holistic approaches to decision-making by integrating the Plan across municipal departments
- Creating a sense of direction and vision for culture that brings the community together from its currently fragmented state

What are your top priorities to support continued cultural development in Brandon?

Participants identified a number of top priorities to support continued cultural development in Brandon. These priority areas focus on creating more interesting venues and cultural experiences throughout the city, improving communication and collaboration



within the culture sector, and investing in more cultural events and activities as a way to draw more tourists to Brandon.

Creating More Accessible and Smaller Cultural Venues

There is a high priority need to create more accessible and smaller cultural venues in Brandon. These new venues should be multi-purpose spaces that cater to a variety of cultural needs (such as display areas for visual arts but also performance areas for theatre, dance, and music). New venues should be accessible at affordable rental rates and should be able to seat between 200 and 400 people. Considerations for preserving some of the heritage architecture in Brandon should also be included in the planning for any new venues.

Creating More Collaboration and Coordination

There is a strong need to create more collaboration and coordination in Brandon's cultural sector. More "cross-fertilization" is needed among the different cultural resource groups in order to eliminate the silos that these groups currently work in. Groups that are already actively working in the sector would be able to understand what others in the sector are doing and be able to coordinate events more effectively so as to reduce competition for attendance. A collaborative approach would also help identify and engage all of the "community cultural champions" for each of the different cultural groups and encourage more buy-in and participation in promoting the cultural sector to the wider population of Brandon.

Some ideas were discussed on how to generate more collaboration and coordination in the sector, including:

- Having the municipality of Brandon create a coordinator staff position that could coordinate cultural groups
- Creating a cultural incubator to support new and existing cultural initiatives
- Creating a mentorship program for smaller and larger organizations to connect more frequently and learn from each other
- Re-energizing the Brandon Arts Council in order to bring cultural leaders together to direct how Brandon's cultural sector develops (could be modeled in a similar way as the Brandon Urban Aboriginal People's Council)
- Encouraging more local presence of provincial bodies that can support Brandon's cultural assets (e.g. Manitoba Music, Manitoba Arts Council)
- Integrating Brandon University more into the community's plans for culture

Engaging With Youth

There is a need to create more opportunities for youth to participate in art and culture in the community. Having venues accessible for youth under the age of 18 is a critical step in creating more cultural hubs that young people can access (as opposed to many of the bars that are currently the only option for smaller music performances). Having youth involved in the decision making process for various cultural organizations is also an important goal to achieve.

It is through exposing youth to more cultural resources in Brandon that they will have a better capacity to understand the importance that culture plays in the community and will participate more widely.



Improving Communications

There is a strong need in Brandon to create more proactive and widely accessible communications channels for all cultural events and activities. This would help make sure that the public is aware of all the different opportunities to participate in culture in the city and make sure that attendance is good. Better communication would also help unite cultural groups that are working in silos with the potential to bring them together more through cross-promotion and attendance.

Some ideas discussed on how to generate better communications in the sector include:

- Creating new or enhancing existing centralized repositories of cultural events and activities information (e.g. an app for Brandon or a cultural calendar)
- Having a central agency to collect information on potential cultural sponsors and to facilitate relationship building with the smaller groups and organizations
- Supporting cultural groups in the city to develop communications strategies

Increasing Support from the Municipality

It was identified that there needs to be more support for the cultural resources of Brandon coming from the municipality. The municipality has an important role to play in creating excitement in the community for cultural resources and can encourage this excitement by adopting an overtly supportive attitude on the importance of culture in the community and by creating more cross cultural conversations and celebrations.

A number of specific ideas were discussed on how the municipality could better support the sector, including:

- Hiring one staff person who is focused on developing Brandon's cultural resources
- Having dedicated and prioritized funding for Brandon's cultural resources
- Positioning Brandon's downtown as a vibrant commercial hub that can support more arts and cultural institutions (e.g. encouraging more public gathering spaces, levying a 1% development surcharge for public art on future capital projects undertaken by the municipality or Province, maintaining historic buildings)
- Creating a modest individual or group cultural resources grant that is available every year to support artists in the community
- Creating sponsorships and scholarships for those in need to support attending more cultural programming in the city and being involved in more events

Showcasing the Culture Sector

A strong need was identified to showcase the culture sector to the public in Brandon. This showcasing would highlight the value of cultural resources in the community and profile opportunities for people to have a viable career in cultural industries. These efforts would help increase the cultural sensitivity and awareness among the community and should aim to create more opportunities for different groups representing a broad range of backgrounds to mix and learn from one another.

A number of specific ideas were discussed on how to showcase the cultural sector in Brandon, including:

- Learning best practice lessons from other cities



- Doing an economic impact study of culture to prove the business case of culture in Brandon
- Creating an interface where musicians and artists can create a profile or find help when they need it
- Branding culture as part of Brandon's larger brand identity
- Continuing to bring in high quality talent and influences to keep the community interested
- Highlighting more multicultural entertainment throughout the year to encourage different people to mix and mingle and share experiences together (e.g. cultural fair)

Larger Version of the Word Cloud

The following word cloud was created based on responses from community engagement sessions asking, "What words or phrases would you use to describe what a culturally vibrant Brandon looks like?"

